University of Alberta

The Formation of Voluntary Sport Organizations: A Multiple Case Study

by

Thomas Benko

A thesis submitted to the Faculty of Graduate Studies and Research in partial fulfillment of the requirements for the degree of Master of Arts

Faculty of Physical Education and Recreation

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The undersigned certify that they have read, and recommended to the Faculty of Graduate Studies and Research for acceptance, a thesis entitled The Formation of Voluntary Sport Organizations: A Multiple Case Study submitted by Thomas Benko in partial fulfillment of the requirements for the degree of Master of Arts.

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- Dedication -

To Ruth, my dear wife, Vincent, my son,

and Keziah, my daughter.

-Abstract-

The study aims to uncover the situational conditions that stimulate the formation of VSOs. This exploratory study investigated three local Edmonton-based VSOs: the U of Agers Gymnastics Club (an expressive VSO), the Cerebral Palsy Sport Association, Edmonton Section (an advocacy/instrumental VSO), and the U of A Fencing Club (a skill promotion VSO).

A multiple case study design (Yin, 1994) was used in order to uncover as much as possible about the emergence of each of the organizations. The predominant mode of data collection for the study was in-depth (unstructured) interviews conducted with multiple informants (Marshall and Rossman, 1995) who were directly involved in the creation of the various VSOs. Documentary review was employed as a means of triangulation to complement the interview findings. Content analysis of the data was done within Atlas.ti, a microcomputer textual analysis program.

The results of the analysis indicated that different environmental factors affected the emergence of various VSOs depending on the type of VSO that was intended. Based on the findings, a model of VSO formation is proposed.

- Acknowledgment -

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– Chapter 1 –
INTRODUCTION

Voluntary Sport Organizations (VSOs) exist to provide services for the benefit of individual participants and the development of the societies in which they operate. Thus, the importance of VSOs lies, first, in the benefits individuals derive from taking part in organized recreational or competitive sport and, second, in the benefits to the communities that support them as VSOs enhance communities' sociability and identity (Chalip, Thomas, and Voyle, 1996; Martinson and Stephens, 1994). The choice individuals make to participate in organized VSO activities and their decisions to pursue a recreational sporting program are based on the perceived benefits derived from those activities.

Individuals and communities over the years have used the programs and activities of VSOs to promote self-actualization and community development. Chalip et al. (1996) reported that taking part in organized sport and other recreational activities provided by VSOs offers a range of possibilities for planning social change interventions that enhance individual and community wellbeing. For this reason, governments and policy makers are making sports and recreation matters of increasing policy concern for the benefit of both society and individuals. It is becoming increasingly important for policy designers the world over to assign portfolios in sport and recreation to ministers and to create new sport commissions that see to the promotion and development of the sports sector (Chalip et al., 1996; Collins and Stuart, 1994; Shilbury and Deane, 1994). The constant creation of new bodies to oversee the operation and development of sports in various countries

throughout the world has the common objective of enhancing the quality of life for individuals and communities through organized sport and recreational activities, which VSOs are designed to offer.

For individuals, participating in organized sport and recreation provides opportunities to develop healthy lifestyles, form socially desirable attitudes, and to reduce tension during stressful moments (Chalip et al. 1996; Martinson and Stephens, 1994). The programs of VSOs are therefore geared towards the individual participants and their intention of associating with a particular organization. This implies that every society needs to promote the formation of a variety of VSOs to meet the various needs of individuals. People have different needs and tastes that determine their sports interest and the sport organization they would like to join. Individual self-actualization in the world of sports begins with identifying with particular types of VSOs and participating in the programs they offer which, in turn, serves as a springboard for them to reach their sports objectives in their lives (Collins and Stuart, 1994; Shilbury and Deane, 1994).

Furthermore, VSOs provide people with the opportunity to participate in recreational sports to satisfy social needs that are not rated by their normal everyday roles. Thus, VSOs provide sports experiences that significantly impact the social wellbeing of the individual and prepare the person by nurturing his or her attitudes, expectations, and skills required for life-long involvement with sporting and recreational activities. Chalip et al. (1996) report that individuals learn social skills and develop social maturity by socializing through participating in sport and recreational activities. VSOs provide individuals with adequate social interaction, particularly with peers, to test their self-concepts and to utilize new opportunities for self-development.

Individuals, through their involvement with VSOs, develop friendships and psychologically benefit from the sense of belonging with others with common aspirations. Thus, VSOs avert loneliness and facilitate a sense of belonging, which enhances the individual's sense of wellbeing to cope with stressful situations. Participation in VSO programs provides a rationale for entry into a social setting that does away with prolonged loneliness and boredom. It is recorded that "the impact and attractiveness of sport and recreation programs depends, in part, on the opportunities afforded for social interaction", which VSOs exist to provide (Chalip et al. 1996, p. 146).

The individual benefits derived from association with VSOs include the advantages of physical exercise and its attendant health benefits. VSOs provide opportunities for individuals to engage in recreational activities that have meaning for healthy living. To sum up, VSOs at the individual level, provide opportunities for physical and mental health, sense of identity and involvement, recuperation, and opportunities to transcend boredom, stress or anxiety.

For communities, VSOs improve group sociability, and enhance community identification and development. With these benefits in mind, it is important to encourage communities to provide recreational environments through organized VSO programs. VSOs provide community recreation as a means to build character, implant values, and render instructions to inculcate values and behaviors preferred by the community. For the above reasons, VSOs are widely recognized as an integral part and feature of community life, which deserve the patronage of governments (Cushman and Laidler, 1988).

VSO programs foster cultural sensitivity and enrichment, community growth and learning, family cohesion, environmental appreciation, shared community values and the

development of human potential, as well as productive value orientations (Chalip et al. 1996; Cushman and Laidler, 1988). Thus, VSOs exist to function for the benefit of society and the individuals involved. It is commonly assumed that VSOs serve special individual interests and a social purpose and therefore warrant the support of governments and communities for their formation and growth. This assumption provides the foundation for several existing policies regarding governments' involvement with local, provincial, and national sport organizations and their day-to-day operations.

For more VSOs to exist and operate for the full benefit of society, their mode of formation need to be studied to guide prospective founders and policy makers in their efforts to create more organizations. Because of the importance of VSOs, as outlined above, it is paramount to encourage the emergence of new VSOs in all societies. In the for-profit literature, several studies have concentrated on the emergence of new organizations, but the situation is different for VSOs. There is lack of systematic studies that focus on the origins of VSOs, a void that this study is attempting to address.

The Statement of the Problem

Given the importance of VSOs, their origins need to be thoroughly investigated to encourage the formation of new ones and guide the efforts of individuals and the governments involved in their creation. Researchers, particularly throughout the for-profit literature, have paid considerable attention to the study of organization emergence and have investigated the conditions that affect the inception of new organizations (Gartner, 1985; Gnyawali and Fogel, 1994; Kuratko, Hornsby, and Naffziger, 1997; Learned, 1992; Reynolds and Miller, 1992; Slack, 1985). In other words, the understanding of processes through which organizations emerge and the identification of factors that impact their successful inception have been given attention in organizational studies. The studies have reported important implications of factors such as the environment, the individual, the process, and the type of organization envisaged and how they influence the inception of new organizations.

However, these studies are generally directed towards for-profit organizations. A review of the literature on organizational studies reveals that there has been little systematic study of the conditions that affect the gestation process (conception to birth) of VSOs (Reynolds and Miller, 1992). In other words, there is a lack of research that has empirically explored the factors affecting the incubation process through which VSOs emerge. A thorough empirical investigation of conditions that stimulate the emergence of VSOs, along the lines of those in the for-profit literature, will help to balance research and assist in identifying the influences that are pertinent to VSOs. Such investigations will be beneficial to direct and to determine at which point the conception and inception of VSOs are possible.

Unlike the biological conception of a fetus, Reynolds and Miller (1992) contend that it is complex to identify the conception of new organizations. The biological analogy focuses on the time of conception, the events involved in the development of an intended organization, and ends with the birth of the new organization. Despite the above analogy, the gestation processes of organizations are much more diverse and complex and they vary from one organization to another (Aldrich, 1999; Gartner, 1985; Gnyawali and Fogel, 1994; Kuratko, Hornsby, and Naffziger, 1997; Reynolds and Miller, 1992). Most activities during the organization formation period occur simultaneously and that makes the description of organization emergence important and increasingly unique to each type of organization.

It is evident that, due to the diverse nature of organizational types, there is a lack of consensus on the studies of organization start-up processes and factors affecting their emergence. The most important implication is to investigate each type of organization separately from others to uncover unique influences regarding its founding process: This is important because the sequence and the length of the gestation process of each type of organization are dependent on various prevalent conditions.

This study is further legitimized by the fact that the origins of organizations have been overlooked by researchers in the field of organization emergence and the absolute miracle of their creation does not seem to interest most organization theorists (Aldrich, 1999). Aldrich comments that without clear understanding of why and how new organizations emerge, the organizational literature misses connection between the on-going creative ferment in human societies and the particular realizations of it in organizations. He argues that more attention should be given to studying the early days of

organizations because origins and persistence should be treated as inseparable issues. According to Aldrich (1999)

> "Organizations are fascinating social units, of many shapes and sizes, but most of them are overlooked by the field of organization studies… Most research on organizations focuses on structure and stability rather than emergence…By ignoring the question of origins, researchers have also avoided the question of why things persist" (Aldrich, 1999, p. 1).

In the case of VSOs, procedures for research on the gestation process involving the identification of influential conditions responsible for their emergence are still largely undeveloped. The determination of factors necessary to trigger the conception of VSOs and other influences that may affect their gestation process till birth should therefore be thoroughly explored. Investigators should adopt different research approaches to give careful attention to the stages of the gestation process to uncover the circumstances that surround the inception of VSOs. As pointed out earlier, there is a lack of research to guide further investigations in the case of VSO emergence. For the purpose of this study, the identified conditions that support the emergence of for-profit organizations -- the individual, the process, the environment, the type of organization -- will serve as the basis and foundation (grounded theory guide) for investigating the emergence of VSOs (Strauss and Corbin, 1990).

The Purpose of the Study

This study attempts to investigate the circumstances that surround the formation of voluntary sport organizations (VSOs). The study of the origins of organizations has received considerable attention in the literature on for-profit organizations. However, researchers have paid little attention to investigating the influences that are responsible for the emergence of VSOs (Aldrich, 1999). For this reason, although several models of

organization formation exist in the for-profit literature, no model/framework for describing or studying the phenomenon of VSO creation exists. This study, therefore, is intended to explore the situational factors that are responsible for the formation of VSOs for the proposal and development of a model for studying the emergence of VSOs.

VSOs play an important role in society. For this reason, we know considerably more about the day-to-day management of these organizations than we know of their origins (Aldrich, 1999; Gnyawali and Fogel, 1994; Kuratko, Hornsby, and Naffziger, 1997; Learned, 1992; Reynolds and Miller 1992; Slack, 1985). It may therefore be beneficial to further our understanding of the conditions that trigger the formation of VSOs to further benefit from their presence.

In proposing a model for describing the phenomenon of VSO formation, this study attempts to determine the conditions that affect the emergence of three different types of VSOs: expressive, instrumental, and skill promotion. Again, the study looks at the degree to which the models and frameworks proposed in the for-profit literature could be modified to accommodate those specific circumstances that are unique to VSOs.

The study addresses the following concerns:

1. To investigate how variables such as the individual, the creation process, the environment, and the type of organization being created facilitate the emergence of VSOs.
2. To determine and highlight influences that are unique to VSO emergence.

3. To propose a model for describing the situational factors that influence the emergence of VSOs.

It has been previously established that there is a lack of research dealing specifically with the origins of VSOs regarding the influential conditions that affect their emergence and the processes that surround their formation. This situation is a serious omission from the organizational literature that needs to be addressed. When this purpose is achieved this study should prove to be beneficial to students of organizational studies, teachers of sport management, and sport administrators, as well as prospective organization founders. It contributes to the existing knowledge on organization formation and, more importantly, introduces a model for describing and studying the formation of VSOs in the organizational literature. The introduction of such a new dimension in the study of VSOs should generate interest and direct the attention of researchers to further investigate the antecedents of VSO creation. Finally, this study should guide policy makers in making available stimulating conditions for the emergence of more VSOs for the benefit of society in general.

- Chapter 2 -
LITERATURE REVIEW

Introduction

The study of the origins of organizations has received considerable attention in the field of organizational studies. However, researchers have adopted various methodologies and have approached the study of organization formation from different perspectives. The differences in methodology have resulted in the proposal of several related but different models of organization creation. This chapter reviews available models of organization founding and their implications for as well as their relevance to VSO formation.

The bulk of the literature on the phenomenon of organization formation comes from the entrepreneurship literature, which suggests that several different conditions and motives stimulate the creation of organizations (Becherer and Maurer, 1999; Bird, 1992; Carter et al., 1996; Gartner, 1985; Learned, 1992; Naffziger et al., 1993; 1994; 1997). Venture creation is the process of assembling and organizing ongoing, interdependent actions into a sensible sequence that leads to the emergence of an organization. The terms "venture creation," "organization founding or formation," "organization creation," and " venture start-up" are used interchangeably by researchers to explain the behaviours of prospective entrepreneurs and the processes involved in the creation of new organizations (Bird, 1988; Bygrave 1993; Carter et al., 1996; Naffziger et al., 1993).

This chapter has five major sections. Section one provides a review of the models of organization creation proposed by researchers and a comprehensive summary of the models. The second section examines the characteristics (traits), the expertise, the

experience and the background factors of the individual who attempts to found an organization as well as their implications for and relevance to the formation of VSOs. The third deals with the process of organization creation: the stages and sequence of activities performed by founders in their quest to create an organization and its implication for VSO creation. The fourth section looks at the general environmental conditions for organization formation: personal environment, social factors, public policies and non-financial support services and their place in the formation of VSOs. Section five discusses the characteristics of the emergent organization and differences between for-profit and voluntary organizations.

The review herein suggests that researchers place emphasis on four major variables as antecedents of organization emergence: (1) the individual(s) who intends to found an organization, (2) the process through which organization creation evolves, (3) the prevailing environment within which the prospective founder operates, and (4) the type of organization that is to be created. Until recent times, the interaction of the four variables was not considered in frameworks for describing organization formation. However, the emphasis has now shifted from viewing the variables independently to considering their interaction as the basis for studying the origins of organizations (Gartner, 1985: Gnyawali and Fogel, 1994; Naffzinger et al., 1994). It has been emphasised by researchers that the conditions which trigger organization founding differ from one organization to another, but the emergent organizations tend to possess similar characteristics (Bird, 1992; Gartner, 1985; Learned, 1992).

It is interesting to note that, throughout the available literature, no specific model of voluntary sport organization formation has been proposed, though researchers agree on

a number of antecedents. Indeed, it is this realization and making sense out of the reviewed literature that make this study a major contribution to the discipline of organization studies.

Proposed Models of Organization Creation

Several models of organization creation have been proposed by researchers and authors as frameworks for describing organization formation. Gartner (1985) proposed a model and outlined a framework with four major factors for describing the new venture process. He identified the four factors as (1) the individual(s) involved in the creation of the new organization; (2) the process through which the new venture evolves; (3) the organizational structure of the new venture; and (4) the environmental context within which the new venture is created. This conceptual framework proposed by Gartner introduced a complex and multi - dimensional approach to the process of new venture research.

Van de Ven et al. (1989) suggest a model of organization creation that provides the basis for researchers to explore the business creation process. They argue that four factors need to be studied in organization creation: (1) the emergence of a business idea over a period of time (the business strategy); (2) when and how various functional competencies are created to develop and market the first product; (3) the redeployment of the functional competencies to develop subsequent new products believed to result in a sustainable business; and (4) how these founding efforts both influence and are constrained by organization and industry contexts.

Vesper (1990), drawing on the available literature, proposes another model based on five factors. He argues that a new organization start-up sequence should be based on five key ingredients: (1) technical know-how, (2) product or service idea, (3) personal contacts, (4) physical resources, and (5) customer orders. He links each of the factors with various start-up sequences.

Naffziger et al. (1994) suggest five major categories of variables that interactively influence and stimulate an individual's decision to create a new venture. They give these categories as (1) the entrepreneur's personal characteristics, (2) the entrepreneur's personal environment, (3) the relevant business environment, (4) the specific business idea, and (5) the goals of the entrepreneur.

Larson and Starr (1993) provide a network model of organization start-up consisting of three basic stages of entrepreneurial networking activities: (1) focusing on the essential dyads by way of contracting, expanding, and culling, (2) converting dyad ties to socio-economic exchanges through exploration and engagement, and (3) layering the exchanges by multiple functions such as integrating activities at organizational and individual levels of exchange.

Bhave (1994) proposes yet another venture creation model describing organization creation as a process of events which are dependent on diverse personal circumstances: opportunity recognition, production technology and production team development, product development, marketing the product across supply and demand boundaries, customer feedback strategy and operation to evaluate and act upon initial customer feedback. Based on individuals' diverse personal circumstances, Bhave (1994) develops a model for entrepreneurial firm creation with three primary stages: (1) the

opportunity stage -- externally and internally stimulated opportunity recognition and commitment to venture creation; (2) the technology set-up and organization creation stage -- harnessing resources, organizational creation and marketing and technology development; and (3) the exchange stage - producing and supplying, customers' evaluation of the product and corrective actions as well as marketing efforts.

Bird (1992) proposes a venture creation model based on time frames for the birth and development of the new organization. He presents a model featuring the duration of organization emergence based on two main factors: individual differences and environmental conditions. He places emphasis on recognition of opportunity, timetable preparation, and decision-making as factors that influence the individual to act on his or her entrepreneurial intentions.

Learned (1992) gives three dimensions based on the individual and the prevailing environment as factors for organization creation: (1) propensity to found, (2) intention to found, and (3) sense making. He argues that the individual's traits and background give rise to the propensity, intention and decision to found an organization. The prospective entrepreneur makes sense out of his or her situation and environmental conditions and determines either to found an organization or to abandon the intention.

Using motivational theory from the field of organizational behaviour, Kuratko et al. (1997) explain the conditions that motivate entrepreneurs to start and sustain their ventures. They argue that for an individual to start and sustain business development efforts, factors including (1) extrinsic rewards, (2) independence/ autonomy, (3) intrinsic rewards, and (4) the need for family security should be prevalent. The implication of the existence of these factors as motivators for creating and sustaining new ventures has been

a critical factor in understanding the complete entrepreneurial process (Kuratko et al., 1997).

Gnyawali and Fogel (1994) suggest that conditions stimulating the emergence of a new organization (entrepreneurial environment) are a combination of factors that mutually interact and play distinct roles in the process of entrepreneurship development to bring forth the new organization. They contend that entrepreneurial environment refers to the overall economic, socio-cultural, and political factors that influence people's willingness and ability to undertake new venture activities. It also encompasses the availability of support services that facilitate the start-up process. Gnyawal and Fogel (1994) in their studies group the factors responsible for new venture creation in the available literature into three broad streams: (1) general environmental conditions for entrepreneurship, (2) descriptive studies of the environmental conditions of a particular region, and (3) the role of public policy in shaping the entrepreneurial environment.

Though a growing body of literature exists on entrepreneurial environment and new venture creation, the literature is highly fragmented. Scholars differ in their various approaches to describing the conditions that may play a role in the founding of an organization. Gnyawali and Fogel (1994) write that the role environmental conditions play in organization formation has been recognised. However, most of these studies emphasise a unique set of influences, and they are highly descriptive and focus on only a few aspects of the environment. They argue further that most of the literature available has failed to pay adequate attention to the needs of the entrepreneur, who in fact is the sole beneficiary of the environment. The argument further emphasises the neglect of important environmental conditions that facilitate the organization creation process.

These different perspectives and approaches which researchers adopt to explain entrepreneurial behaviour with respect to new venture creation are best understood through the integration of the variety of variables they present (Bird, 1992; Gartner, 1985; Larson and Starr, 1993;). These multi-dimensional models reflect the importance of the interface between the environment or situation and the personal characteristics of the potential entrepreneur in understanding the process of venture creation (Becherer and Maurer, 1999).

Despite the differences in approaches, a thorough review of the literature available and an analysis of the models proposed suggests that the interplay of four main variables is involved in the new venture start-up process. These variables are (a) the individual(s), (b) the environment, (c) the process of the organizational creation, and (d) the type of organization being created (Bhave, 1994; Gartner, 1985; Hornsby et al., 1993; Learned, 1992; Naffziger et al., 1994; VanderWerf, 1993).

The review of the models of organization creation has focused mostly on the for profit literature in which several models have been proposed. A search through the non-profit literature suggests that some work has been done in this regard. However, little attention has been given to the development of an integrated framework for describing the phenomenon of VSO formation. None of the non-profit literature engages the issue of organization formation by addressing the possible interaction of antecedents that are collectively responsible for the emergence of an organization.

The non-profit literature for organization founding dwells on a number of motivations and historical factors, coupled with the traditions of philanthropy, altruism, and charity, as well as the profound interest and dedication of individuals and groups of

people as the underlying conditions responsible for the emergence of voluntary organizations (Kendall and Knapp, 1996; Pearce, 1993; Pearson, 1982; Salamon and Anheier, 1997; Slack, 1985). Though the literature in the area of voluntary sport organization (VSO) creation is sparse, Slack (1985) and Pearson (1982) point to historical factors, charismatic leadership and organizational environment as the organizational antecedents which led to the formation of the Canadian Amateur Swimming Association, Alberta Section [CASA(AS)] and the Surf Life Saving Association (SLSA) in both Australia and New Zealand.

In an historical overview of figure skating in Canada, Campbell (1984) gives a comprehensive account of the formation of the Canadian Figure Skating Association, Alberta Section [CFSA (AS)]. He identifies factors such as the provincial government's capital grants, the federal government's involvement in amateur sports which began in 1961 with the introduction of Bill C-131, and ecological conditions such as weather and vast travelling distances as being responsible for the formation and growth of the CFSA (AS). The emergence of the association, in part, resulted from the need for an organised body to bring together the skating clubs within the provincial boundaries of Alberta. The organization experienced a remarkable growth in its membership and budget after its inception due to many factors including population growth, economic prosperity, the building of more and better ice facilities as well as the televising of major skating events. Campbell makes mention of individuals who initiated the idea of the CFSA at the federal level which eventually gave birth to the Alberta Section.

Nicholls (1982) studied the formations of Sport B.C, Sport Alberta and Saskatchewan Sports. He reports that favourable environmental conditions were

contributory factors to the formation of the above organizations. Nicholls (1982) explains the conducive environment as resulting from the enactment of Bill C-131, which encouraged fitness and amateur sports in Canada, the availability of community consultants who provided guidance for developing local recreation, and the presence of groups and individuals who were engaged in several disciplines of amateur sports. According to Nicholls (1982), the creation, growth, and development of the various sporting bodies can be attributed to the efforts and foresight of a variety of individual professionals in the three provinces who were dedicated and enthusiastic leaders in amateur sports. The emergent organizations absorbed the various existing amateur clubs, but it took a long process of meetings and conferences for the organizations to emerge (see Nicholls, 1982).

Giving an historical account of the voluntary sector in the United Kingdom (U.K), Kendall and Knapp (1996) mention the development of traditions of charity, and altruism as well as philanthropy amongst the British people as the factors that generated the voluntary sector in the U.K. Particular mention is made of the Roman Catholic Church, which occupied a central position during the medieval era in the delivery of formal philanthropy, including the dispensation of alms, care for the poor, building and furnishing houses for the poor, and providing basic education for the poor.

Overview of the Proposed Models of Organization Creation

The review of the proposed models of organization creation suggests that many conditions and factors stimulate the founding of organizations. A number of variables have been discussed as influences that stimulate organization formation, including the

general environmental conditions within which the founder operates, the individual(s) who intends to create an organization, the process involved in the organization creation, and the type of organization being created.

Other studies look at different variables as the springboard for organization formation such as the emergence of a business idea over a period of time, the creation of various functional competencies, technical know-how, personal contacts, the individual's personal environment, and the goals of the individual. Other studies highlight opportunity recognition, harnessing resources, focusing on essential dyads, converting dyad ties to socio-economic exchanges, diverse personal circumstances, propensity to found, intention to found, and sense making as factors that trigger organization formation. From a psychological perspective, factors such as intrinsic rewards, extrinsic rewards, need for independence and autonomy, as well as the need for achievement, are the most important ones for an individual to start an organization. The wide variety of variables examined and discussed by researchers can conveniently be summarised into four major categories: the individual, the process, the environment, and the organization. It is worth mentioning that all models mention and discuss the individual as a variable, five out of the ten models talk about the process, six identify and examine the environment, and three discuss the organization. Table 1 gives a summary of the proposed models of organization creation with particular reference to the four identified headings. A detailed discussion of the four main variables given by researchers in the proposed models of organization formation will be the focus of the next four sections, with emphasis placed on their implications for the formation of VSOs.

Models	Individual	Process	Environment	Organization
Bhave (1994)	✓	✓		✓
Bird (1992)	✓		✓	
Gartner (1985)	✓	✓	✓	✓
Gnyawali & Fogel (1994)	✓		✓	
Kuratko et al. (1997)	✓			
Learned (1992)	✓		✓	
Larson & Starr (1993)	✓	✓		
Naffzinger et al. (1994)	✓		✓	✓
Van de Ven et al. (1989)	✓	✓	✓	
Vesper (1990)	✓	✓		

Table 1: Proposed Models of Organization Creation

The Individual

The various conditions leading to organization creation may be prevalent in an environment, but it takes an individual to effectively interact with the enabling environment and engage the situation through a successful process of venture creation. Researchers use the terms "entrepreneur" or "founder" to refer to the individual(s) attempting to engage in the process of organization creation. Bygrave (1993) defines an entrepreneurial event as the creation of a new organization to pursue a foreseeable opportunity. It is argued that "not all individuals have the potential to form an organization. Of those that do not all will attempt a founding. Of those that attempt not all will succeed in founding" (Learned, 1992, p. 39). Throughout the available literature emphasis is placed on the individual or the group of individuals as a cause of venture creation. Proposed models of organization creation view prospective entrepreneurs from a different perspective dwelling on their expertise and characteristics (traits), autonomy, goals and motives, need for achievement, educational background, age, previous work

experience and family ties, as well as their intentions to found an organization (Bhave, 1994; Bird; 1992; Gartner, 1985; 1988; Larson and Starr, 1993; Learned, 1992).

The prospective entrepreneur exhibits personal characteristics or traits like propensity to found, intention to found, and decision to found (Hornsby et al., 1993; Learned, 1992). Some individuals have a combination of psychological traits with background factors which make them more likely candidates than others to found organizations. Others encounter situations which interact with their background and traits to result in intentionality. An intentional individual engages the environment while attempting to assemble resources to make his or her intention real (Learned, 1992). The entrepreneur makes sense of whatever information is received during the attempt and bears the responsibility to ultimately make a decision either to found or abandon the idea to found depending on the sense made of the information.

Other studies have identified a number of elements such as leadership and dimension of teamwork, organization creation ability, opportunity recognition, innovation, risk assumption, marshalling of resources, and the creation of value in defining entrepreneurship behaviour. These elements are resident in the individual and form the basis of the individual's intention to create an organization (Becherer and Maurer, 1999; Stearns and Hill, 1996). Much of the effort to understand entrepreneurship and venture creation has focused on the characteristics of the individual entrepreneurs. Different works have paid attention to the personality traits and examined a number of traits such as locus of control and propensity to take risks to explain the behaviour of potential entrepreneurs with respect to starting new ventures (Becherer and Maurer, 1999; Gartner, 1985; Naffzinger et al., 1994; VanderWerf, 1993).

Organizations are as different in characteristics as are the individuals who create them (Bhave, 1998). The idea of each organizational start-up is conceived in an individualistic and personal way with different circumstances in relation to others. The person(s) engaged in the entrepreneurial process constitutes an essential element in the general success of the new venture. An individual is most often the determinant leader at least in the early stages of organization founding (Slack, 1985; Stearns and Hills, 1996). The literature makes it clear that personal characteristics interacting with perceptions of situational factors serve as the basis for organization creation (Gartner, 1985; Naffzinger et al., 1994; Stearns and Hill, 1996). Learned (1992) in his model of organizational creation places emphasis on the individual who interacts with his or her environment and other prevailing factors to succeed in founding an organization.

Much research has examined and placed the individual at the centre of the venture founding process. Organizations are founded by individuals and they are the key ingredient in the venture creation process. The available literature suggests that person-level variables such as charismatic personality and enthusiasm may interact with other intervening variables (Person x Situation) to result in venture creation (Gartner, 1985; Harvey and Evans, 1995; Learned, 1992; Slack, 1985). Studies show that there is a significant relationship between individual characteristics, situational variables and venture creation. The wisdom of the venture capitalist states that it is better to invest money in the right person than the right idea since ideas materialise through good entrepreneurial behaviours (Herron and Sapienza, 1992; Sandberg and Hofer, 1987).

The hallmarks of the entrepreneurial process are the individual's sense of creativity, risk- taking, innovation and market-niching (Harvey and Evans, 1995). The

prospective entrepreneur has to demonstrate effectively his or her imbued expertise to interact with the dynamic nature of his environment. The individual single-handedly or acting in a group becomes the "captain of the ship" and hard-headed risk bearer as well as an implementer of cognitively perceived ideas (Naffzinger et al., 1994; VanderWerf, 1993).

In most of the literature available the most common first event in the creation of an organization is a personal commitment by the individuals involved in the creation of the new venture. A major personal commitment to the venture is a crucial variable that is seen as the prelude to the success of the organization. The prospective entrepreneur risks failure and should be seen as an intelligent risk-avoider and at the same time as a courageous risk-bearer (Carter et al., 1996; Hornsby and Kuratko, 1997). Learned (1992) argues that the entrepreneur as an individual should choose the right path in order to bring about his founding intentions. This calls for the right attitude and combination of the individual's background, disposition and situation to realise the intended organization. The fact that each entrepreneur may have different goals, different resources, and a different timetable suggests that there are many different ways founders create an organization. Individuals, based on their educational background, previous work experience and their situation, approach their attempt to found an organization from different angles (Learned, 1992; Carter et al. 1996).

Herron and Sapienza (1992) argue that entrepreneurship is largely a situational phenomenon and no confluence of contextual circumstances can by itself create a new organization. It is the individual (entrepreneur) who employs an impressive array of skills to shape a new organization out of complexity and chaos. Herron and Sapienza (1992) in

their model employ the behavioural theory and recognize the role of the individual in organization creation. They argue that approaches to explain the process of venture start-ups that completely remove the individual from the equation run the great risk of missing or misapprehending the soul of the process. Thus, the behavioural theory recognizes the role of context but it is centred on the individual.

Naffzinger et al. (1994) quoted Shaver and Scott (1991) in their proposed research model of entrepreneurial motivation work and emphasised that, though economic circumstances, marketing, finance, and even public agency assistance are important in venture creation, none of these alone will create a new venture. It takes a person in whose mind all of these possibilities come together, who assumes the entrepreneurial position and exhibits personal traits such as risk -taking propensity, locus of control, and the need for achievement among others and who has the motivation to persist until the job is done for the emergence of a new organization. Kuratko et al. (1997) argue that the concepts of motivation, goal-directed behaviour, and perception of successful outcomes are all important elements for an individual to behave as an entrepreneur. Naffzinger et al. (1994) contend that entrepreneurs examine the probabilities of goal accomplishment and are motivated to sustain entrepreneurship to the extent that they believe their behaviour will lead to the accomplishment of personally relevant goals. The motives of the individual both intrinsic and extrinsic are important variables for venture creation.

Individual	Qualities
General characteristics (traits)	Leadership qualities, charismatic personality, enthusiasm and commitment. Abilities include teamwork, opportunity recognition, innovation, organization creation, risk assumption, and resource marshalling.
Expertise	Propensity to found, sense-making, decision to found and expertise to sustain innovation. Sense of creativity, strategic planning, market-niching, risk-bearing, ideas implementation.
Experience and background	Educational background, previous work experiences, job satisfaction, age, achievement in life, family ties, need for achievement.

Table 2: Summary of Individual Characteristics

Summary

The individual(s) is commonly placed at the centre of the organization creation process. Individuals who decide to found an organization are said to possess and exhibit unique personal characteristics (traits) and dwell on their expertise and past experiences, as well as their background, in their efforts to create an organization. The summary of individual characteristics (traits), expertise, experiences and background which are included in the models and explained by researchers are presented in Table 2. The literature makes it clear that the personal characteristics interacts with situational factors to form the basis for organization creation and that some individuals are more likely to behave as entrepreneurs than others.

Implications for VSOs

The Characteristics of VSO Founders

The background characteristics and traits of individuals who create for-profit organizations have been extensively covered in the literature review, but which of these individual characteristics are pertinent to VSO formation? VSOs do not just emerge

overnight; it instead takes the persistent effort and perseverance of the individual(s) to facilitate their instigation and growth. VSO founders, therefore, need to possess leadership qualities, charisma, enthusiasm and commitment in their attempt to found an organization.

Demonstration of good leadership needs to be emphasized as an important part of the process of VSO creation. VSO founders can be compared to leaders in many ways in any given life situation, with regard to their roles and functions. Leaders, according to Kouzes and Posner (1995), have to mobilize, organize, build, and supervise growth. These leadership qualities and characteristics are therefore pertinent to and relevant for the formation of VSOs. To make the dream of VSO creation a reality, founders need to mobilize the needed support for the creation of the intended organization. The imbued leadership qualities of the prospective VSO founder need to be translated into action throughout the creation process. The demonstration of commendable leadership qualities coupled with enthusiasm and commitment by VSO founders during organization creation, to a greater degree, will determine whether or not an organization will emerge. Moreover, VSO founders need to overcome most of the initial problems associated with organization formation by dwelling much on their leadership skills without which no organization will be realized and no VSO will emerge. Commitment and good leadership need to be demonstrated by prospective VSO founders since they are crucial factors and prerequisites for organizational emergence and success (Carter et al., 1996; Hornsby and Kuratko, 1997).

Abilities of VSO founders

Abilities such as opportunity recognition, teamwork, and organization creation are equally important and pertinent to VSO formation. The formation of VSOs cannot be initiated without the potential founders locating the opportunity to create. Every organization obtains its originating stimuli from a social system that consists of both internal and external factors (Sills et al., 1983). For these factors to influence the formation of the organization, the VSO founder needs to recognize the opportunity to create a successful organization. Lifestyles are different with varieties of interests; therefore, people look for new things and trace what seems missing in their daily lives. VSO founders need to recognize the "missing need" of the society within which they operate so as to create an organization to satisfy that need.

After the recognition of the opportunity out of the situational factors, the VSO founder needs to work in collaboration with others in the spirit of teamwork to make the organization formation a reality. None of the existing VSOs was formed out of the blue; the founders first located the need for such an organization and committed themselves to the process of creation (Sills et al., 1983; Slack, 1985).

Founders of VSOs need to attract and surround themselves with people who have common aspirations and show interest in and commitment to their dreams. Teamwork is a determining factor of successful VSO formation. Slack (1985) reported that Davidson (a pseudonym), who founded the CASA (AS), worked together with his sons who were equally interested in swimming and, with a concerted effort, they built the mentioned organization. Teamwork solves problems that cannot be solved by a unilateral approach by an individual and covers up the weaknesses of other team members. The act and

process of developing leadership is mostly one of involving others in the process of planning and decision making. The founders of VSOs need to dwell much on teamwork to make their dreams come true. They need to delegate powers for others to perform some aspects of the organizational duties as one person cannot do everything in the organization. As part of their teamwork strategy and organization building ability, VSO founders need to get along very well with all members of the organization and foster unity, a sense of belonging and brotherhood among members. VSO founders need to develop the skills and confidence of their potential leaders among their followers by working together with them at meetings, visiting agencies, and making other business contacts (Sills et al., 1983). VSO founders will be more successful should they co-operate and work together with others in their efforts to found organizations (Slack, 1985).

Expertise of VSO founders

The expertise (non-trait characteristics) of the potential VSO founder needs to include propensity to found, decision to found, sense-making, and sense of creativity. An individual's decision to found an organization is not a random act. The decision is likely to be influenced by several non-trait characteristics. VSO founders are likely to dwell much on their expertise after the decision to create an organization is made. The argument is that the hallmarks of organization creation process are the individual's sense of creativity and commitment (Harvey and Evans, 1995). The prospective VSO founder needs to effectively demonstrate his or her imbued expertise to successfully take advantage of the enabling environment. Existing VSOs such as CFSA, CASA (AS), and Sport Alberta are good examples of individuals' initial sense of creativity, intention to

found and sense making, without which no VSO would ever exist (Nicholls, 1982; Pitter, 1987; Slack, 1985).

A founder usually breaks new ground in the phenomenon of organization creation, which shows an effective demonstration of his or her imbued expertise. Should the intended organization fail to become a reality, probably the VSO founder will be branded as a failure in terms of not applying the required expertise during the creation attempt. Bird (1992) points out clearly that the ability of founders to dwell on their expertise determines the continuity of the organization formation or its discontinuity; therefore, what researchers need to investigate further is whether individuals who found sport organizations possess the same expertise as those who create non-sport organizations. There are no studies that systematically compare the founders of sport organizations with those who create non-sport organizations. This confirms the allegation that very little is known about the origins of VSOs. The generalization made by Bhave (1992) is that all founders in their attempt to create an organization exhibit some unique traits, expertise, and experiences. This assertion is likely to hold true for founders of VSOs.

Experiences and Background of VSO Founders

VSO founders are also likely to be influenced by their general life experiences and background characteristics. The founders need to have experiences and background such as education, previous work experiences, influential family ties, and need for achievement. The experiences of VSO founders are more influential in their organization formation if they are sport oriented and specifically related to the discipline of the VSO that is envisaged (Slack, 1982). The family ties of VSO founders will significantly

contribute to their decision especially if the family members are committed to playing the particular sport that is being organized. Individuals who come from families with special sport interest backgrounds will likely grow up to protect and promote that particular sport discipline. They are influenced by their family ties in that sense to voluntarily decide on forming an organization that will see to the organization, promotion and preservation of the sport for later generations.

It is important to note that VSO founders are first and foremost volunteers; therefore, their demographic and socioeconomic background will be similar to volunteers in general. Demographic data on volunteers suggests that people who have attained a considerable level of higher education are likely to volunteer (Green and Chalip, 1998; Pearce, 1993). Individuals with higher levels of earnings are associated with a greater likelihood to volunteer. With socioeconomic status, individuals with previous work experience, high achievement in life, and previous job satisfaction are potential volunteers. It is reported that people with higher income, occupational status, family/lineage status, and those who own property are more likely to volunteer and to identify with organizations than those who have fewer of these advantages. Such people are more likely to assume leadership roles and volunteer to found organizations as compared to those who are less endowed with such socioeconomic status. Volunteers are more likely to be married and hail from multi-person households. It is on record that women are slightly more likely to volunteer than are men. Propensity to volunteer peaks between the ages of 35 and 44 for both sexes (Booth and Hassen, 1990; Mesch et al., 1998; Green and Chalip; 1998; Kikulis, 1990; Pearce, 1993). The above research findings are likely circumstances that will influence the decision of VSO founders to form

organizations. Though the literature was silent on those demographic and socioeconomic factors that initiate the formation of sport organizations, it can be reiterated that VSO founders need to posses most of the qualities of volunteers in order to realize the intended sport organization. What needs to be investigated further, is whether women are more frequently founders than men in the case of VSOs formation.

Characteristics of volunteers may differ from country to country due to cultural differences and different rewards attached to volunteering (Green and Chalip, 1998). For this reason, VSO founders may have different circumstances that will influence their decision to form an organization depending on their location on the globe. This brings into focus the need for a cross-cultural investigation into the formation of VSOs in other parts of the world.

The formation of VSOs will proceed to the process stage if individual founders who are influenced by the above factors decide to make sense out of their circumstances, and commit themselves to the course of organization creation. The existing literature suggests that the individual-level variables in interaction with the other situational variables should not be ignored in studies of the venture creation process. It is the individuals who engage their environment with their background characteristics through the long process of organization formation (Bhave, 1994; Learned, 1992; Naffzinger et al., 1994).

The Process

Several models of the venture creation phenomenon describe the process as involving interaction between the individual and the environment. The several different

actions that the entrepreneur performs in an attempt to create a new venture constitute the process in organization founding (Bhave, 1994; Gartner, 1985; Hornsby et al., 1993; Learned, 1992). Researchers agree on a number of behaviours of prospective entrepreneurs and their importance in the process of venture start-ups. These include the ability to locate a business opportunity, the accumulation of resources, building an organization, producing the product, marketing products and services, and responding to government as well as societal issues.

The process of organization founding begins with the translation of cognitive intentions or representations into action. In new venture formation, researchers have argued that intention, which forms a conscious state of mind, directs attention towards the aim of establishing the new organization (Bird, 1992; Learned, 1992; Shaver and Scott, 1991). The entrepreneur begins the process of founding an organization by attempting to construct the organization. Learned (1992) argues that there is no organization yet at this point, only an emerging organization is foreseen in the minds of entrepreneurs who try to implement their ideas by way of interacting with their environment as they attempt to turn their ideas into reality. For ideas to be realised, entrepreneurs must understand their environment. Becherer and Maurer (1999), quoting from Shaver and Scott's psychological model based on the person, process, and choice, attempt to explain the process of entrepreneurial activity by arguing that there should be an understanding of both how the external environment is perceived in the mind of the potential entrepreneur and the actual decision and choice on the part of the person to act. They further argue that it is critical to understand the process of social recognition and how cognitive

representations or intentions in the mind of the prospective entrepreneur get translated into action.

Intentionality according to Learned (1992) is translated by gathering pieces of information, which are relevant to the process of beginning a new venture. At the same time resources are gathered as the founder seeks, receives and processes information. The founder undertakes and completes a number of tasks such as strategic planning and setting a vision. The founder also identifies, mobilises and acquires resources in consultation with advisory boards, social networks, management and other close associates. Acquisition of knowledge and competences forms part of the procedure (Bird, 1992; Gartner, 1985; Learned, 1992, Vesper, 1990).

Larson and Starr (1993) describe the process of venture creation in three distinct stages. They propose that entrepreneurship network activities which are used as a process to secure the critical economic and non-economic resources needed for venture start-ups follow the sequence of (1) focusing on the essential dyads; (2) converting dyadic ties to socio-economic changes; and (3) layering the exchanges with multiple exchange processes. The process in all the three stages involves the exploration, screening, and selective use of network dyads to match the business definition of the emerging organization. Their model describes the process from the pre-organization period to the newly formed organization. It is argued that the process of organization formation can be depicted as the likelihood at any point in time that an individual will found a business. Likelihood is a function of the complex interactions between the background and traits of the individual, the specific situation, and the external environment, and frequently changes as new situations are encountered (Learned, 1992).

Bhave (1994) proposes a "Process model of entrepreneurial venture creation" in which he argues that numerous sequences in venture creation are available. According to Bhave (1994), during the process of organization founding the entrepreneur locates a business opportunity, accumulates resources, builds an organization, produces the product, markets the product and services, and responds to government and society. This broad description of the venture creation process seems applicable to almost all new ventures (Gartner, 1985; Learned, 1992; Vesper, 1990; Bhave, 1994).

Bhave (1994) argues that diverse personal circumstances prompt venture creation. However, two distinct routes in the opportunity recognition process are discerned. He describes them as "externally stimulated opportunity recognition" and "internally stimulated opportunity recognition" (Bhave, 1994, p. 228). The decision to start a venture precedes the opportunity recognition for certain founders while for others the opportunity recognition precedes the decision to create an organization. Bhave found in his studies that the decision to start a venture is followed by a search to align the prospective entrepreneur's knowledge, experience, skills and other resources with market needs. In seeking this alignment, the entrepreneur tries to eliminate inappropriate opportunities. In the end, only one or a few prospects are left which are chosen for committed pursuit. This process is referred to as "filtration of opportunities" from among a host of recognized ones. After being committed to pursue a particular opportunity, the entrepreneur refines the opportunity, which is described as a "massaging" of ideas. The entrepreneur analyses ideas until they become good and worth pursuing. This process of massaging, or elaboration, or refinement of opportunities chosen, according to Bhave (1994), results in the identification of business concepts.

Based on his findings Bhave (1994) views venture creation as a sequence and describes the process as follows: (1) externally stimulated opportunity recognition, (2) internally stimulated opportunity recognition, (3) business concept development, (4) commitment to physical creation, (5) production technology and production technology development, (6) organization creation, (7) product and product development, (8) the supply and demand boundary, and finally (9) the customer feedback which is strategic and operational. A detailed sequence of activities linking the various stages of the process is provided (see Bhave, 1994).

Other empirical explorations regarding the sequence of activities during the process of organization creation are available. Carter et al. (1996) report that no one pattern or sequence of events is common to all emerging organizations. They argue that the most common first event in organization creation is a commitment by individuals involved in the new venture (Carter et al., 1996; Pearson, 1985; Slack, 1985). Some begin by hiring people and seeking financial support while others begin by marshalling resources. It is evident that the most common last events in organization creation are likely to be hiring first employees and first sales income. Generally, Carter et al. (1996) report that the average time an organization takes in the process of emergence varies from organization to organization. Some can take as long as three years to emerge, others can take a year, while others can take as little as one month to emerge. Other studies also show that organizations can take a long period of time before emerging as entrepreneurs can take almost four years engaging in a set of activities before founding an organization (Carter et al. 1996; Van de Ven et al., 1989; Vesper, 1990).

Katz and Gartner (1988) have identified four emergent properties that would indicate that an organization is in the process of emerging. They suggest the four emergent properties as (1) the intention to create an organization, (2) assembling resources, (3) developing an organizational boundary, and (4) converting resources across the boundary. Carter et al. (1996) report that individuals who are successful in starting a business undertake activities that are more meaningful towards organization creation during the processing period. Entrepreneurs look for facilities and equipment, and put themselves into the day to day process of running an ongoing business. Engaging in and focusing on the activities and processes that lead to organization founding is crucial to the actual emergence of the intended organization. What prospective entrepreneurs do in their day to day activities is a determinant factor as to whether or not an organization will be created. "The kinds of activities that nascent entrepreneurs undertake, the number of activities, and the sequence of these activities have a significant influence on the ability of nascent entrepreneurs to successfully create a new venture" (Carter et al., 1996, p. 152). Tucker et al. (1990) in analysing the methodological complexity in studying the process of organization founding point out that the act of creating an organization is not a discrete event but a process and the act itself cannot occur in isolation. Yet it is difficult to determine when informal group activities stop and formal organizational activity begins. VenderWerf (1993) argues that the prospective venture founders with their intention to create an organization start the process with gathering information toward the intended organization and when the information gathered tends to be highly negative about the prospects of the intended venture, the prospective founders may quit. On the other hand if the information sought tends to be consistently positive enough for

founders' taste, the venture continues with more efforts directed to activities related to incorporation, partnership/management agreements, establishment of physical offices and acquisition of phone lines. The process continues about the same time, with the founders' level of resource acquisition activity ramping up. This activity may begin with delving into personal savings and supplies or borrowing from family and friends. Once committed to the pursuit of the opportunity, entrepreneurs begin to acquire the resources necessary for the venture creation and operation (Bhave, 1993; Kuratko et al., 1997; Naffzinger et al., 1994).

Bird (1992) argues that the entrepreneurs in the process of creating a new venture should focus on their intentions, which will guide them to take strategic decisions. According to Bird (1992) intention directs attention as well as actions. Paying attention to what entrepreneurs do and when they take action, Bird argues that entrepreneurs in the process of organizing resources determine the content of their behaviour regarding income and growth as well as goals for their organization. They at the same time also desire to enact values regarding quality, service, human resources and the timing of those behaviours - the sequencing, synchronizing, and pacing of actions, events and activities. Bird's model of organization creation focused mostly on the interplay of time and intention. The model lays emphasis on the fact that for ventures to emerge as recognised or intended the timing must be right, the entrepreneur must understand the time requirements of the different events and processes (Bird, 1992).

Other studies give attention to aspects of timing that underlie organization emergence. The focus is on individual differences with respect to timing and energy levels. It is also evident that the pattern and pace of the environmental rhythms such as

economic conditions and technological advancement impact and influence the time expectations of new venture development. The prevailing conditions further impact and influence as well as determine the temporal brackets and timetable for the venture development. One important consideration of the study of entrepreneurship is the process and means of implementing ideas (Bird, 1992; Carsud et al., 1994; Greene and Butler, 1996).

Summary

The process in organization creation consists of the different actions that founders perform throughout their attempt to found an organization. The process extends from the pre-organization stage to the emergence of the intended organization. Founders engage in the translation of intentions into action by attempting to construct an organization and as well trying to turn ideas into reality. Before this can be successful, founders need to have a clear understanding of their environment. The behaviours and activities performed by founders are summarised and grouped into three distinct stages in Table 3: pre-organization stage, organization building stage, and organization emergence stage. No one pattern or sequence of events is common to all emerging organizations (Carter et al., 1996).

Sequences and Stages of the Process	Activities
Stage 1 Pre-organization stage	Location of business opportunity, accumulation of resources, seeking of information, acquisition of knowledge and competences, filtration of ideas and opportunities, enthusiasm and commitment to pursue an opportunity.
Stage 2 Organization building stage	Building an organization, translation of ideas and intentions into action, hiring of support staff, assembling of resources, seeking financial support and family push, understanding the prevailing environment.
Stage 3 Organization emergence stage	Producing the products, marketing products and services, responding to government as well as societal issues, development of an organizational boundary, conversion of resources across the boundary, formation of clubs, associations, and networks, incorporation, partnership/management agreements, establishment of physical offices, acquisition of phone line, facing challenges and competition, focusing on the organizational goals

Table 3 - Summary of Process of Activities

Implications for VSOs

The Process of VSO Formation

Though VSO founders may not deviate from following several patterns and sequence of activities, either consciously or unconsciously, to make their organization creation a reality, the process through which VSOs emerge should not be entirely different from that of for-profit organizations. The literature on the process of organization creation attempts to group the sequence of origins of organizations into three distinct stages: pre-organization stage, organization building stage, and organization emergence stage. No organization emerges in a chaotic and unorganized manner. VSO founders will, therefore, follow a certain pattern and sequence of activities from pre-organization stage through to the organization emergence stage, though the patterns may not be the same for all categories of VSOs (Carter et al., 1996).

There are two approaches by which individuals decide to found an organization or to join one: rational and non-rational approaches (Pearce, 1993). With the rational approach individuals evaluate the attractiveness of the organization they intend to create or join and its possible outcomes. This is done by weighing their beliefs about the expected outcomes and the importance of those outcomes to arrive at a final decision to create/join or not to create/join an organization. The non-rational perspective holds that individuals do not systematically evaluate the possible outcomes of a choice and weight them by their importance. Individuals founding VSOs need to make an initial decision based on what they want to achieve for the community and the particular sport discipline they want to promote. They need to go through filtration of ideas to gather further information from participants of the sport to confirm and justify their intention to found (Bhave, 1994). When results are favorable and worth pursuing, VSO founders become committed to the process of organization founding and the quest to found begins.

Pre-organization Stage of VSOs

Before a typical VSO gets started, there are usually individuals who play the sport within the communities of the founders. In this case, founders' first task is to locate the opportunity for such an organization and to mobilize members through membership drive activities. Often the founders are themselves players of the sport they intend to organize; therefore, they need to begin their campaign by putting forward some convincing ideas that will promote and protect the sport for generations unborn. Usually they have the task of identifying some challenges within the community that destruct the enhancement and growth of the sport that needs to be addressed through a concerted effort by all lovers of the sport. The anticipated organization will become an advocacy group to fight for a

secured future of the sport or to identify a means of proper organization of the sport for purposes of competition, promotion and protection, a kind of agency that will see to the concerns of members. VSO founders need to be good public speakers to convincingly put their points across to win the support of other members who cherish the promotion of the sport. They need to follow up their campaigns with series of meetings of interested individuals, who eventually become members and join in the crusade for organization formation. It has been said earlier that no organization originates overnight; in the case of VSOs, founders need to locate the "social need" in a particular sport discipline that they need to provide. Interests differ and sport enthusiasts have interests in different sporting activities; consequently, VSO founders become committed to providing the lacking organized sport discipline that people are looking for as well as those that need promotion and protection.

One of the initial activities that needs elaboration at the pre-organization stage of VSO formation is the series of initial general meetings of participants of the sport. At such meetings, founders will solicit the support of members and initiate dialogue regarding the promotion of the sport (Nicholls, 1982). VSO founders need to open such meetings with the purpose of deciding on the feasibility of proceeding with the formation of the intended organization. Founders need to deliver the keynote address during which they need to acknowledge and emphasize the potential of a collective voice for the realization of the organization.

During this formative period, a number of concerns affecting the realization of the intended VSO will be identified by attendees at meetings for which possible solutions are sought after in-depth deliberations (Nicholls, 1982). Such discussions lead to the birth of

the new organization after consensus is achieved by all present to pursue a common interest. Committees that will see to different aspects of administrative duties of the VSO about to be born could result from the initial meetings. Nicholls (1982) reports that during the formative years of Sport Alberta, the initial meeting resulted in the formation of a committee to report on the possibility of forming a sport organization to be an umbrella of all sport associations in the interest of sport development in the province. Through discussions members will register their concerns and criticisms, as well as opinions and support for the formation of such an organization, and make recommendations for the protection, promotion and improvement of the sport delivering system.

Another pre-organization activity in the formation of VSOs is the accumulation of resources by all members through contributions, payment of dues and seeking of information. It is pertinent that VSOs founders acquire the needed resources and knowledge, as well as relevant information for its establishment during the pre-organization stage. These activities form an important part of the organization creation process and VSOs may not be exempted (Carter et al., 1996; Gartner, 1985; Learned, 1992).

Other important variables for VSO formation during the pre-organization period are enthusiasm and commitment. VSO founders who are likely to succeed in their organization creation efforts need to exhibit profound interest, enthusiasm, and undaunted commitment to realize the envisaged or intended organization. Slack points out the degree of commitment and the level of enthusiasm and dedication demonstrated by Davidson and his sons towards the formation of the CASA (AS) that contributed to their

success. VSO founders will succeed only when they are committed to their founding attempt (Learned, 1992); for them to succeed and overcome the initial obstacles of the pre-organization stage, they need a strong commitment that can take them through to the organization building stage.

Building VSOs

Like other organizations VSOs come into existence through the act of organization building. This brings prospective VSO founders face to face with the translation of ideas and intentions into reality. The building of VSOs becomes more concrete when founders put in place all the supportive facilities, administrative systems, and equipment to facilitate the day-to-day operations of the organization. Facilities such as arenas, meeting grounds, training grounds, offices, transportation, and communication lines as well as web sites need to be established. The support staff also needs to be established out of members. With VSOs, support staff put in mostly volunteer hours and the emphasis again is on commitment. There could be a few hired professionals to take up sensitive administrative positions in some cases, but the administration of VSOs is mostly performed by volunteers either from within or outside the organization (Kikilus, 1990).

The availability of equipment and facilities for use by participants will also be seen as a prerequisite for VSO formation. VSOs need to have access to modern equipment and facilities and this will influence the emergence and growth of the organizations. The availability of such equipment and facilities will facilitate the initial unification of members as sporting activities become more formalized and well organized (Carter et al., 1996; Slack, 1985). Campbell (1984) argues that organized arenas such as

covered rinks provide safer, more centralized locations for skating activities to occur than frozen ponds and rivers do, and they result in the proliferation of organized skating clubs.

Financial support and family encouragement are other important factors that will facilitate VSO formation. VSO founders need to mobilize financial resources from within (personal account) and from without (family, friends, parents). Families need to give encouragement to founders by giving them the needed moral and financial support. VSO founders need to solicit help from all those who share their dreams and aspirations for the realization of their intended organization. VSO founders at this stage of organization building need a clear understanding of the environment within which they operate. This understanding will point them in the right directions in their attempt to form organizations. (Environmental issues pertinent to VSO formation will be discussed in the next section of this chapter).

VSO Emergence

As VSOs emerge, they begin to function by way of providing services and responding to government and societal issues. They develop organizational boundaries, form clubs, associations, and networks among others which makes the intended VSO a reality. They become real organizations as they begin to provide the required services to society and satisfy the needs of their members through consistent functioning.

The purpose of VSOs is to benefit individuals as well as the communities within which they operate. For individuals, sports and recreation have the potential to enhance the development of healthy lifestyles, the formation of socially desirable and acceptable attitudes, and the reduction of stress as well as tension. VSOs serve their communities by

improving group sociability, enhancing community identification, and socializing young and old participants (Chalip et al., 1996).

At this stage VSOs need to respond to and operate within governmental policies. They work towards meeting societal needs by forming partnerships, clubs, associations, and networks with other existing organizations. This helps the emergent organizations to avail themselves to the benefits of collaboration as well as access to needed information.

VSOs have different areas of operations as the sport discipline may suggest; therefore, there is the need develop an organizational boundary for the purposes of effective performance, unique quality services, and keeping track of the organization vision. VSOs at this stage of development need to confirm their uniqueness and their new sense of services through their performances. It is important for VSOs to cater to the needs of their members and concentrate on the ideals for which the organization was formed. The creation processes themselves, in part, determine the success or failure of the intended VSOs, yet until recent years most researchers assumed but did not specify the environmental conditions within which entrepreneurship occurs. The entrepreneur's social context and market context as well as other environmental factors should be supportive for the process of venture creation to be successful (Bird, 1992; Carsrud et al., 1994; Greene and Butler, 1996; Learned, 1992; Stearns and Hills, 1996).

The Environment

The environment in the literature of organization theory is used to explain the overall socio-economic, cultural, political, geographical, historical, religious and scientific conditions within which entrepreneurs find themselves. (Bird, 1992; Gartner,

1985; Gnyawali and Fogel, 1994; Learned, 1992; Naffzinger et al., 1994; Slack, 1985). Gnyawali and Fogel, (1994) refer to the entrepreneurial environment as a combination of factors that stimulate the development of entrepreneurship. They point out that the entrepreneurial environment is the prevailing economic, socio-cultural, and political conditions that influence peoples' decisions to found organizations as well as their willingness and ability to act as entrepreneurs. Entrepreneurial environment has also been explained to mean the availability of assistance and supportive services that speed up the process of organization creation (Gnyawali and Fogel, 1994; Naffzinger et al., 1994).

Other researchers explain that prospective entrepreneurs respond to their existing environment and interact with variables which constitute the relevant business environment such as financial resource availability, market areas, accessibility of transportation, availability of labour force, supporting services, land and facilities as well as universities. Residing in an entrepreneurial environment which is enabling enough stimulates individuals to behave as organization founders (Gartner, 1985; Gnyawali and Fogel, 1994; Learned, 1992 Naffzinger et al., 1994; Tucker et al., 1990).

Naffzinger et al. (1994) refer to entrepreneurial environment as non-trait personal characteristics (personal environment) that are made up of variables such as family status, sex, and growing up in an entrepreneurial family. Entrepreneurs need social systems that are supportive enough within their personal situations to influence their decision to found an organization. They need the necessary push from others in order to make and sustain the decision to create a new venture. An examination of the relevant environment should be part of the decision-making process towards organization creation due to the fact that several factors operate in any given business environment that may influence the decision

to create a new venture. Factors such as societal attitudes towards business in general, societal attitudes towards starting an organization in particular, the economic climate of the market, and the availability of accessible funds are important environmental influences in the decision to start an organization. Other researches have stated that the environment affects the situation of the prospective entrepreneur which in turn motivates him/her to either start an organization or abandon the intention (Bird, 1992; Gartner, 1985; Gnyawali and Fogel, 1994; Learned, 1992; Naffzinger et al., 1994; Slack, 1985; Tucker et al., 1992).

Although there is a growing body of knowledge on entrepreneurial environment, the literature is highly fragmented (Gnyawali and Fogel, 1994). Researchers have agreed on a list of environmental conditions that are said to be the basic determinants of venture start-ups, but some focus more on socio-economic, cultural and political factors. The argument is that the role that environmental conditions play in developing entrepreneurship has been recognised but most of these studies have different approaches and perspectives and they focus on different aspects of the environment (Gnyawali and Fogel, 1994; Takyi-Asiedu, 1993). Researchers emphasise that environmental conditions should be described in terms of the process of new venture creation. It is pointed out that there are no links established between the needs of entrepreneurs and how environmental conditions can meet those needs, induce or reinforce their desire to create new ventures, or facilitate the process of new organization creation (Learned, 1992; Takyi-Asiedu, 1993; Tucker et al., 1990).

Gnyawali and Fogel, (1994) developed a conceptual framework to integrate the existing literature on entrepreneurial environment. They grouped the available literature

on entrepreneurship environment into three broad streams: first, the general environmental conditions for entrepreneurship; second, descriptive studies of the environmental conditions of a particular country or region; and, third, the role of public policy in shaping the entrepreneurial environment. Researchers report that the general environmental conditions include legal and institutional frameworks for efficient entrepreneurship activities, the presence of experienced entrepreneurs, the presence of a skilled labour force, accessibility of suppliers, customers or new markets, high degree of competition among firms, favourable government policies, provision of training and support services and supportive infrastructure (Gartner, 1985; Gnyawali and Fogel, 1994; Learned, 1992; Naffzinger et al., 1994; Takyi-Asiedu, 1993; Tucker et al., 1990). They give other general environmental conditions such as the characteristics of inhabitants, their skill levels, experiences, and motivational factors as crucial in the venture creation process.

Regional studies show that countries that keep rules and regulations at a minimum, offer tax and other incentives, and provide training and counselling services to new venture founders, increase the probability of new venture creation. Again, factors such as the availability of financial resources, a large population, and the presence of universities for training and research are found to be very important variables that stimulate and increase the rate of organization founding. The literature suggests that entrepreneurs who face several environmental obstacles such as a lack of financial assistance, a lack of information on various processes of venture creation and a lack of existing businesses may either abandon the entrepreneurship idea or their efforts may be impeded (Gartner, 1985; Gnyawali and Fogel, 1994; Learned, 1992; Tucker et al., 1990).

They cite other environmental obstacles such as excessive taxation, high rates of inflation and lack of supportive services.

On the role of public policy, scholars have suggested several policy options for developing entrepreneurship. Scholars agree that public policies for entrepreneurship activities should include provision of venture capital funds, tax-based incentives, government procurement programmes, protection of proprietary ideas and innovations, investment in education and research, explicit recognition of and support for entrepreneurship by government agencies, fostering of entrepreneurship by educational institutions, and minimization of immigrants' entry barriers. The general activities of government should favour, protect and foster general entrepreneurial activities. Researchers further agree that the willingness and capabilities to start an organization may be enhanced if potential founders do not face problems during the process of venture creation and if they are confident that outside expertise could be obtained easily when necessary. Governmental activities could either directly or indirectly affect the environment that could be supportive of organization emergence (Becherer and Maurer, 1999; Bird, 1992; Gnyawali and Fogel, 1994; Goodman et al., 1992; Stearns and Hill, 1996). It is said that

> "The more conducive the business environment, the more likely that new businesses will emerge and grow. People will more likely be encouraged and feel competent to start a business when the social environment values entrepreneurship, when various opportunities are available for entrepreneurs, and when they have sufficient knowledge and skills required to start and manage a business" (Gnyawali and Fogel, 1994, p. 45).

It is also reported that the need for developing a conducive environment may be greater in emerging market economies and in developing countries due to the low levels of entrepreneurial activities and several environmental hostilities in these countries.

There is evidence that environmental forces ranging from purely cultural and social currents to ingrained government bureaucracy go a long way towards restraining the driving force behind the spirit of entrepreneurship (Gnyawali and Fogel, 1994). It is further argued that the need for a conducive environment could be greater in the case of small-scale enterprises as compared to large-scale enterprises, the reason being that such small-scale enterprises may have little control over the environment in which they operate. Again, these small-scale enterprises may lack the resources and political influence usually needed to influence the entrepreneur's environment (Bird, 1992; Gnyawali and Fogel, 1994; Learned, 1992; Naffzinger et al., 1994).

Gnyawali and Fogel (1994) proposed a framework for an entrepreneurial environment based on five variables: government policies and procedures; socio-economic conditions; entrepreneurial and business skills; financial support to businesses; and non-financial support to businesses. According to them, for government to influence and enhance the market mechanisms for efficient functioning, there is the need to remove conditions that create imperfect markets and administrative rigidities. Governments should put in place a culture of enterprise that enables venture founders to take reasonable risks and pursue entrepreneurial activities. Entrepreneurs may be discouraged to proceed with venture creation activities if they are required by law to follow many rules and procedural requirements, to report to many institutions and to spend more time and money in fulfilling procedural requirements (Gnyawali and Fogel 1994; Goodman, J. P., Meany, J. W. and Pate, L. E. 1992).

Entrepreneurial activity, which is viewed with suspicion by society, may not survive. A favourable attitude of the society and widespread public support for

entrepreneurial activities are both needed to motivate people to create new ventures. Social factors may be an important variable as availability of loans, technical assistance, physical facilities and information in terms of organization creation (Gnyawali and Fogel, 1994; Hornsby et al., 1993; Tucker et al., 1990). The presence of experienced and successful entrepreneurial role models in a community or country conveys a message to potential entrepreneurs that business is an attractive career option. Relatives may be of good assistance to entrepreneurs in seeking out solutions, locating resources, and assembling a team of people willing to address the entrepreneur's problems. Vesper (1983) reports that societies and cultures that value entrepreneurship activities tend to develop societal systems to encourage it.

Researchers agree that the availability of financial resources is a major predictor of the frequency and success of new organization creation. Studies show that many financial lenders seem to be unwilling to invest in high-risk projects or tend to withhold support until the business has been established successfully. In most developing countries and emerging economies, venture capital firms and commercial banks tend to show interest in concentrated urban areas where businesses are easier to supervise and monitor. Interest is again shown in businesses that have demonstrated some potential for success. Entrepreneurs cannot start a business without adequate financial support (Gnyawali and Fogel, 1994; Hornsby et al., 1993; Tucker et al., 1990).

Entrepreneurs need non-financial support services in addition to financial assistance in order to operate successfully within any given environment. They need assistance in such services as conducting market studies and surveys, preparing business plans, and getting loans. They again need support in finding office space, common office

facilities, faster and more efficient means of communication, and counselling and advisory services for their tenants at affordable costs. At the same time founders need, during the start-up phase, to make contacts and networks with other entrepreneurs and related agencies. Networks provide support and motivation, expert opinion and counselling, as well as access to opportunities, information and resources. The forms of networking include trade fairs, entrepreneurial fairs, associations and clubs. Access to better information services such as economic information, forecasts, business directories, legal notices, and data on the foreign sector, how to become more competitive, deal with banks, and find trade investment partners abroad, enhance the capabilities of entrepreneurs (Gartner, 1985; Gnyawali and Fogel, 1994; Hornsby et al., 1993; Learned, 1992 Naffzinger et al., 1994; Tucker et al., 1990).

Infrastructural elements such as the existence of universities and research institutions for developmental programmes, government procurement programmes and subsidies for research, a well-educated and technically skilled labour force, and modern transport and communication facilities that provide easy access to suppliers and customers, have a great impact on the entrepreneur's environment. Studies show that the existence and accessibility of various environmental conditions increase the opportunities and possibilities of emergence and growth of organizations in any given country. The interaction of the various environmental conditions is of paramount importance to the emergence of new ventures as some key environmental factors may lead to an increase in a person's desire and decision to start an organization (Bird, 1992; Hornsby et al., 1993; Learned, 1992; Naffzinger et. al., 1994; Stearns and Hills, 1996 Tucker et al., 1990). It is reported that "the more favourable the socio-economic factors, the greater the propensity

to enterprise; the greater the entrepreneurial and business skills, the greater the ability to enterprise; and the more favourable the government policies and procedures, the higher the opportunity to enterprise" (Gnyawali and Fogel, 1994, p.50).

Naffzinger et al. (1994) in their model for organization creation explain personal environment as non-trait types of personal characteristics such as family status, sex, and growing up in an entrepreneurial family which influence an individual's decision to act as an entrepreneur. According to Naffzinger et al. (1994) entrepreneurs enter the free-choice period after recognising an opportunity and may need the push from others to be convinced to start an organization or implement an idea. Studies show that social support is regarded as important in the entrepreneurial decision (Gnyawali and Fogel, 1994; Naffzinger et. al., 1994). Entrepreneurs' peers, family members, mentors, role models, teachers, respected public figures, and writers are regarded as personal environmental factors that influence and affect the decision to create new ventures. It is reported that social and entrepreneurial networks that provide access to support and expertise as well as educational background are important individual environmental factors that influence the entrepreneurial decision making process (Gnyawali and Fogel, 1994; Learned, 1992; Naffzinger et al., 1994; Reynolds and Miller, 1992).

Other studies in relation to organizational environment have found that environmental conditions or factors prevalent at the time of organization founding tend to have an impact on the nascent organizational structure. Researchers have reported that there are relationships between the time of founding, social conditions at founding, and an organization's orientation. The formalization of personnel procedures depends on the time of founding and the environment within which the organization is created (Bird,

1992; Tucker et al., 1990). The environment equally affects the patterns and structure of the organization and has a lasting effect on the frequencies of founding. Tucker et al. (1990), in their organization founding frequencies study, report that environmental factors that influence the frequencies of organization creation include socio-demographic and economic factors such as occupational and industrial differentiation, the percentage of immigrants in an area, the size of an industry and a metropolitan area, and the availability of financial resources.

Slack (1985) gives two relevant environmental factors which stimulated the creation of CASA(AS); i.e, the social composition of the population of the province and the changing technology at the time. The changing population as a result of the influx of immigrants from Europe, particularly Britain, to the province of Alberta saw the emergence of the swimming organization due to the fact that the immigrants brought with them their sport tradition and their love for swimming. On the issue of changing technology, the environment became more conducive for the swimming organization as new swimming pools were built which provided a central area for people in the sport as well as a safer and cleaner environment for swimming. As more facilities became available, the hosting of events became more formalised and organized. A conducive environment in organization formation is as important as sources of resources for input, information and know-how for output. Researchers need to keep on reassessing the components or dimensions that predict, explain, and shape the environment in which entrepreneurial activities occur (Hornsby et al., 1993).

> "The evidence is that the environment plays a very significant enabling/constraining role in new venture formations collectively. The environment may affect the situation(s) that stimulates intentionality... and certainly affects the sense-making dimensions..." (Learned, 1992, p. 44).

Entrepreneurial Environment	Prevailing Factors
General environmental conditions	Legal and institutional framework, presence of experienced entrepreneurs, presence of skilled labour force, accessibility of supplies, customers or new markets, high degree of competitions among firms, existence of other businesses, accessibility of transportation, land, facilities and universities, supportive infrastructure, support services.
Personal environment (non-trait characteristics)	Family status, sex, age, growing up in an entrepreneurial environment, training in skills such as business planning, decision-making, negotiations, pricing, market penetration, organization and management, managing work force, and handling of cash-flow. Others include founder's peers, mentors, role models, teachers, presence of respected public figures and writers.
Social factors	Societal attitude towards business, the economic climate of the market, accessible funds, support of friends and relatives, the entire culture of the people, support of experienced and successful founders, characteristics of inhabitants, their skill level, experiences and motivations.
Government (public) policies	Provision of venture capital fund, tax-based incentives, government procurement programs, protection of proprietary ideas and innovations, investment in education and research, recognition and support of intention to create, provision and training of support services.
Non-financial support services	Market studies and surveys, office space, common office facilities, efficient means of communication, affordable counselling and advisory services, contacts and networks, availability of information.

Table 4 - Summary of Favourable Environmental factors

Summary

The entrepreneurial environment consists of all the prevailing conditions within which the founder operates. This includes the socio-economic, cultural, political, geographical and historical, as well as scientific conditions. These environmental factors can be conveniently summarised and grouped under five main headings: general environmental conditions, personal environment, social factors, government (public) policies, and non-financial support services. Details of these factors are provided in Table

4. The argument is that prospective founders in their quest to create an organization need to interact with and respond to their relevant business environment.

Implication for VSOs

The General Environmental Conditions of VSOs

The foregoing stages and sequence of activities (process) that characterize the formation of VSOs do not take place in a vacuum, they rather happen within an enabling environment. The prevailing environmental issues can either facilitate or retard the efforts of prospective founders in their quest to form organizations. The decision to create a VSO will directly be influenced by the general environmental conditions, such as social factors and governmental (public) policies. The literature on organization creation attempts to identify the environmental issues that act as stimuli for the creation of for-profit organizations; nonetheless, not all such factors will be relevant in the case of VSO formation. It is likely that the environmental issues that lead to the formation of for-profit organizations will be different in the case of VSO formation because the two sectors emerge and exist for divergent reasons and goals. Some obvious environmental factors that are likely to influence the inception and growth of VSOs have been discussed under general environmental conditions, personal environment, social and governmental factors. The general environmental conditions of VSOs are likely to consist of legal and institutional framework, presence of successful VSO founders, availability of volunteers, accessibility of supplies, land, facilities and equipment, presence of individuals who are committed to playing the sport, supportive infrastructure and support services (Nicholls, 1982; Pitters, 1987; Slack, 1985). The question that arises is, how do these factors influence the formation of VSOs?

VSOs are likely to emerge if the legal and institutional framework is favorable for their creation. It is important for VSOs to emerge within the legal and institutional framework of the environment within which they are being created. Organizations formed outside the prevailing legal and institutional framework of any named country risk the possibility of illegal operation as well as performing below standard. Members of VSOs will like to see their organization matching the standards of existing ones. Standardization is a crucial element in VSO formation as emergent organizations are judged by their standards as compared against the legal and institutional framework of their environments. The laws of the community, to a larger extent, will influence the rules and policies of the emergent VSOs (Kikulis et al., 1989). This implies that VSOs cannot emerge outside the outlined rules, policies, and procedures of their environment. Founders need to seek more information through consultations for clarifications on implications of legal matters regarding their intended organization.

The presence of experienced founders within the environment is seen as another important factor for VSO formation. People who have succeeded in creating VSOs are seen as role models in communities and they convey a message of hope to prospective VSO founders that organization creation is an attractive option and that succeeding in that endeavor is a possibility (Gartner, 1985; Gnyawali and Fogel, 1994). Nobody will attempt founding an organization if people are not successful in founding within their communities. The presence of successful founders will offer the necessary influence and motivation to prospective VSO founders.

The origin, survival, and success of every VSO, to a larger extent, will depend on the availability of volunteers. VSOs require people with voluntary intentions to put in

several volunteer hours to administer the day-to-day operations of the organization. VSOs may emerge or get started by individuals but cannot stand the test of time if there are no volunteers to carry out their daily operations. VSO founders will be confident and feel supported when they operate among committed volunteers whose services could be easily accessible whenever the need arises.

In the environment of VSOs, access to supplies for operations and day-to-day administration will be an important factor for both their emergence and survival. VSOs need to originate within an environment that can be supportive in terms of required supplies. Daily supplies to meet the equipment needs of administrators and participants cannot be overlooked. Sport organizations in general cannot function effectively if the equipment base within the environment is not strong enough to support them. It is reported that organized recreation and sporting activities that do not have access to the required daily supplies and cannot meet the administrative requirements tend to have a diminishing appeal to participants especially young ones (Chalip et al., 1996). Should this situation occur, VSOs will be unable to organize contemporary programs that nurture the attitudes, expectations, and skills needed for life-long involvement of members.

The availability of individuals who are committed to playing the sport is another important factor that will stimulate the emergence of VSOs. The issue is obvious that VSOs that are not patronized by individuals within the community who are interested in the sport cannot survive the creation attempt as well as the competition of existing ones. Though strict competition among existing VSOs may be negligible, the presence of individuals who are committed to organizing and promoting a particular sport will determine the emergence and success of new ones.

Other prerequisites for VSO formation will include the presence of supportive infrastructure and support services. The availability of research institutions which focus on VSO developmental programs and government procurement programs as well as subsidy enticement programs for VSOs will lead to the formation of more such organizations (more governmental influences in formation of VSOs will be addressed later in this section). Modern transport and communication facilities that provide easy access to supplies and individuals who play a particular sport will act as stimuli for the emergence of VSOs. Studies confirm that the availability and accessibility of the variables mentioned increase the opportunities and possibilities of organizations' emergence and sustain their growth (Bird, 1992; Gartner, 1985, Learned, 1992; Naffzinger et al., 1994; Tucker et al., 1990). Prospective VSO founders who find themselves in an enabling environment need to effectively interact with the situational factors to facilitate their quest for organization creation (Gnyawali and Fogel, 1994).

VSO Founders' (Personal) Environment

Personal environmental conditions of prospective VSO founders will include, first, growing up in a family that is committed to playing a sport. Individuals grow to love and associate with the sport of their family members (Slack, 1985) and that influences their decision to form an organization either to promote the sport, protect its existence, or to organize its play. The fact is established that the family background of VSO founders and the environment within which they grow, to a higher degree, determine what kind of organization they will like to create later in life (Naffzinger et al., 1994; Pearce, 1993; Tucker et al., 1990; Slack, 1985).

Second, the personal environmental conditions that are pertinent to the formation of VSOs will also include founders' peers, mentors, role models, public figures, and the press that support and encourage the idea of VSO creation. Motivation and support rendered by the presence of founders' peers, mentors, role models, teachers, and respected public figures as well as writers influence the decision of VSO founders to create organizations. The argument is that founders need support systems that are supportive enough within their personal situations to influence and facilitate their decision to found the intended VSO. The presence of the categories of persons mentioned above is an important situational factor that will motivate VSO founders, because their presence gives the needed encouragement, pieces of advice, and the moral support pertinent to organization creation. Such a push derived from these groups of people is a crucial factor which will induce or reinforce VSO founders' efforts to realize their intended organizations (Gnyawali and Fogel, 1994; Tucker et al., 1990).

Again, the presence of peers, friends, teachers, and respected public figures may be of tremendous assistance to VSO founders in seeking out solutions, locating resources, and forming a team of resource people ready to address the founders' problems. VSO founders enter the free-choice period after opportunity recognition and may need the support from others to be convinced to pursue the formation of the intended organization. Studies show that social support is an important factor in the decision to create an organization (Naffzinger et al., 1994).

Other personal environmental factors needed for the formation of VSOs include basic skills such as negotiations, organization and management, and managing volunteer workforce in particular. VSOs emerge to serve the interest of individuals and society in

general by achieving social change interventions to enhance individual and community wellbeing (Chalip et al., 1996). To realize this objective, VSO founders need to possess basic managerial skills as outlined above relevant to the initial day-to-day operations of the organization. Founders may lose track of the purposes for which VSOs are created if they fall short of the basic required managerial skills. Founders' managerial skills need to at least measure up to the initial administrative demands of their organizations since voluntary organizations are measured by the basic administrative capabilities of their founders as well as the commitment of their voluntary work force, but not by their professional capabilities (Amis and Slack, 1996). There is always some amount of pressure on VSO founders to impose a system of standardized controls to ensure the initial smooth running of their organizations by exhibiting good managerial skills. It is recommended that prospective VSO founders need to possess the basic level of administrative skills to enable them to overcome the various initial obstacles associated with organization creation. A low level of administrative skills could be a hindrance to VSO founders' efforts as they offer little or no motivation with respect to undertaking a committed course of organization creation (Gnyawali and Fogel, 1994; Hornsby et al., 1993, Naffzinger et al., 1994).

Social and Governmental (Public) Factors of VSO formation

The major social factor that will induce the formation of VSOs is the attitude of the society or community towards VSOs in general and participation in sporting activities in particular. The general attitude of the society within which the founders operate towards the formation of VSOs is a relevant antecedent for its emergence. Societies and cultures that value the importance of VSO activities tend to support them and develop

social systems to encourage and sustain their formation (Gnyawali and Fogel, 1994; Vesper, 1983). Therefore, the attitude of society that is geared towards more organized sports will be a pertinent factor that will positively influence the formation of VSOs. When VSO founders are supported and welcomed by the society as well as friends and relatives, their chances of succeeding in founding the intended organization are greater. On the contrary, VSOs' chances of emerging and surviving become slim if they are frowned upon by society (Gnyawali and Fogel, 1994; Slack, 1985). VSOs are created for the purposes of serving individuals and the community at large and, therefore, need to be encouraged, supported, and welcomed by the society of which they are a part.

Favorable government policies are equally important factors that will influence and sustain the formation of VSOs. The formation and survival of VSOs, in part, depend on favorable public policies such as government procurement programs, recognition and support of intention to create VSOs, provision of grants and training of support services (Campbell, 1984; Gartner, 1985; Naffzinger et al., 1994; Nicholls, 1982; Gnyawali and Fogel, 1994). A case in point to buttress the above factors is the Canadian federal government's involvement in and encouragement of national sport organizations (NSOs) by providing funds and cultivating professional staff for the administration of NSOs which before then were solely managed by volunteers. A task force report identified administrative difficulties as a major obstacle to the growth and development of many sport organizations and likened the national head office to a kitchen table. This made the government lose confidence in volunteer managers and no longer considered total reliance on them as appropriate (Booth and Hassen, 1990).

The Canadian government's involvement with recreation and sports in 1943, which resulted in the passage of National Physical Fitness Act, saw a rapid increase in the development of national sport organizations. This act was repealed in 1954 and again replaced by Fitness and Amateur Sport Act in 1961. The Canadian government expressed concern about the poor performance of Canadian athletes in international competitions and as a measure to raise the standard of performance of athletes, the federal government made funds available to volunteer managers for their operational programs and expenses (Booth and Hassen, 1990). The government opened the National Sport and Recreation Center in 1970 with thirty organizations. Funds in the form of annual grants to pay the salaries of professional administrators were made available. This policy of the federal government was seen as a turning point in Canada's sports. This period saw the improvement of existing organizations and the creation of new ones. Nicholls (1982) reports that the formation and survival of Sport Alberta, Sport B. C., and Saskatchewan Sport during the early years were deeply influenced by the provincial governments' support in the form of grants and sponsoring conferences among others.

Researchers agree on several policy options for developing prospective VSO founders; these include the various governmental activities outlined above. The bottom line is that the general policies of federal and provincial governments need to favor, protect, and foster general interest in VSO founders. Founders' potential to create an organization will be enhanced if they do not face problems with existing public policies. If the public policies are favorable and attractive, it is more likely that more VSOs will emerge and grow as founders will be encouraged and feel protected to attempt creation. The evidence is that unfavorable governmental (public) policies will go a long way to

restrain the driving force behind the spirit of VSO founding (Gnyawali and Fogel, 1994). Public policies can either speed up the formation of VSOs or retard the efforts of founders. For instance, the recognition and support of intentions to create will obviously accelerate the formation of VSO while lack of supportive services and bureaucratic tendencies will retard, thwart and frustrate the efforts of VSO founders (Gnyawali and Fogel, 1994).

Another potential influence that will lead to the formation and growth of VSOs is the mass media, with particular reference to the press and the television. Sports reports covering a wide range of sporting activities informing people about the developments of sports in general and VSOs' activities in particular can influence the creation of more new ones. The more people get informed about their sport interest, the more they get involved in their voluntary organization and contribute either in kind or cash to support their programs. For example, the CFSA (AS) experienced remarkable growth during its formative years when major skating programs and activities were covered and televised (Campbell, 1984).

Other environmental issues that will be influential in VSO formation include the general population growth as well as local economic growth. Campbell (1984) attributes the growth and survival of the CFSA (AS), in part, to the considerable growth in the population of Alberta at the time, as that resulted in a corresponding increase in the association's membership. As more people who had a skating interest moved to live in Alberta, the association saw tremendous growth in membership. The increase in population also saw a general growth in the economy of Alberta and this affected figure skating as the economic health of the province, especially the personal income of

Albertans, influenced the sport's continue rise in popularity and support for the association in general (Campbell, 1984).

Non-financial Support Services of VSOs

Non-financial support services needed for the successful formation of VSOs include availability of office space, common office facilities, efficient means of communication, affordable counseling and advisory services, contacts and networks, as well as availability of information (Gartner, 1985, Naffzinger et al., 1994). VSO founders need to know more about the organizations they intend to create, and such knowledge needs to be made available to prospective founders at an affordable cost. Access to such knowledge and information will help and guide VSO founders to plan their organizational activities more successfully. They also need assistance in finding suitable office spaces, common office facilities, and faster and more efficient means of communication to support and facilitate the day-to-day administration and operation of their organizations.

The formation of networks, clubs, and associations are pertinent factors to the creation of VSOs as they provide major means of support, motivation, expert opinion and counseling as well as access to opportunities, information and resources. Access to better information services will be available through networking with other existing VSOs. VSO founders will increase their chances of successful founding if they frequently attend conferences, and association meetings (Gnyawali and Fogel, 1994, Naffzinger et al., 1994). The organization emerges as a product of the individual's interaction with the environment after successfully engaging it through the process of organization creation and sustaining the intention to found.

The Organization

Bhave (1994) refers to organization creation as the building of the physical structures as well as organizational processes that surround production at the core. The final stage of the venture creation process is the emergence of the organization with the intended business idea. Entrepreneurs create organizations to exist and compete in a business environment whether on a local, regional, or national basis. Naffzinger et al. (1994) argue that no one will start a business without an intended business idea. However, some ideas evolve into successful ventures while many others never reach the organization creation stage. They contend that the existence of an idea and the evolving of the idea into an intended organization should be considered in the studies of venture creation process.

The organization so founded becomes an entity with distinct characteristics that make it unique and outstanding amongst the other existing organizations. Gartner (1985) contends that studies have failed to comment on the characteristics of the organization which entrepreneurs intend to create and there is no comparison of type of organizations created by different founders. Gartner (1985) argues that all entrepreneurs are virtually alike and undertake the same procedures to create an organization; therefore the emergent organizations are of little interest to most researchers.

Characteristics of emergent organizations need to be studied alongside the organization creation process; this is due to the fact that the survival of the new organization, in part, depends on its unique features and composition. One important characteristic of a new organization is the availability of partners in the area of operation. As discussed under environmental conditions, the formation of networks, clubs and

associations gives the organization access to information, ideas, benefits of collaboration and joint ventures (Gartner, 1985; Gnyawali and Fogel, 1994; Naffzinger et al., 1994). Others treat strategic choice variables as organizational characteristics; this includes the overall cost of leadership, differentiation, and focus of the organization. Gartner (1985) quoted Vesper (1980) who described fourteen strategic choice variables as competitive entry wedges to include new product or service, parallel competition, franchise entry, geographical transfer, supply shortage, tapping of resources, customer contract, becoming a second source, joint ventures, licensing, market relinquishment, sell-off division, favoured purchasing by government, and governmental rule change.

The new emergent organization goes through the developmental stages of infancy, adolescence, and adulthood (maturity) (Naffzinger et al., 1994). Different organizations develop at different paces until they reach maturity. All activities undertaken within an organization can be considered to be part of the organizational strategy for survival. The formulation and implementation of a strategy aimed at progress and achieving the organization's goals are the responsibilities of the entrepreneur as the organization grows towards its strategic objectives. The method adopted or pursued for growth will affect the new venture's performance. The founder at the concluding stages of the organization creation process assumes the responsibilities as well as the duties of both manager and owner of the organization who puts mechanisms in place to effectively guide the organization through the various stages of the organizational life cycle and development (Naffzinger et al., 1994). It is argued that keeping this transformation of entrepreneurial skills in focus and concentrating on the organizational goals is probably the most difficult to achieve and perhaps the most important for organizational

development. Naffzinger et al. (1994) point out that effective organizational management is dependent on the development and implementation of strategies appropriate to the competitive environment within which the new venture operates.

After the emergence of the intended organization the entrepreneur and his team of administrators not only demonstrate their competence, they also adopt strategies to solidify the social construction, competitive ability and survival of the new organization (Bird, 1992). This is the stage where the entrepreneur ensures the validity of the new venture and attempts to confirm the existence of the founded organization. It is again crucial for the entrepreneur to establish the legitimacy of the organization within the larger environment by publicizing big successes as well as the small wins which eventually register the reputation of the new organization (Bird, 1992; Carter et al., 1996; Gnyawali et al., 1994). It is argued that failure to live up to expectations raises doubt among observers and the validity, confirmation as well as the reputation of the new venture will be at stake (Bird, 1992).

The organization at this stage is very new and could be small in size with the intention to grow, stand the test of time and survive. According to Bird (1992), the time taken by new organizations to establish credibility with observers as well as stakeholders can affect the organization's reputation as individuals set their own time frames to assess the performance of the new organization. The performance of the new organization in the entrepreneurial process is an outcome that all organization founders anticipate. The actual performance of the new organization is a function of several variables including the individual background characteristics as well as the nature of the prevailing environment within which the new organization is situated. It is revealed that founders' objectives and

abilities influence the managerial practices employed and the subsequent organizational performance (Naffzinger et al., 1994).

Observers and stakeholders can decide to withdraw or maintain their support for the new venture according to the time brackets they set in respect to the performance of the new organization. "The verification of the venture in time adds to the social construction of the organization's reality" (Bird, 1992, p. 17). With time the organization grows and the level of performance as compared to already existing ones either confirms its reality or it becomes a shadow of itself. As the organization establishes credibility and reality, it becomes more organized and formalized and takes shape in the eyes of the public. The organization becomes firmly established and real as more customers begin to trust and rely on it for product services, employment, and payments (Bird, 1992; Learned, 1992; Slack, 1985).

The outcomes of the new organization could be either intrinsic or extrinsic in nature. Extrinsic rewards include financial or other tangible results made possible by the financial performance of the new organization as well as the organization's ability to compete favourably within the existing market. On the other hand, intrinsic outcomes which entrepreneurs usually refer to include the satisfaction of being one's own boss, being in control of one's own destiny, and assuming ultimate responsibility for the success of the new organization. All rewards have some level of perceived value to the founder as they either fulfill their expectations or fall short of their vision. Different entrepreneurs use different systems of valuing outcomes as founders do not have the same expectations. The actual rewards accruing as a result of the performance of the new

organization will then influence the individual's decision to sustain the entrepreneurial behaviour or abandon the idea (Naffzinger et al., 1994).

Summary

The organization is the end result or the outcome of founders' interaction with their environment through the various stages of organization creation process. The organization refers to the creation of physical structures and organizational processes that work toward the realization of organizational goals (Bhave, 1994). The emergent organization is new and could be small in size with the intention to grow, survive the competition of existing organizations as well as provide the intended goods and services to customers.

The characteristics of the emergent organization are summarised and grouped under three distinct developmental stages in Table 5: Stage 1- Infancy (building an organization), Stage 2 - Adolescence (organization emergence), and Stage 3 - Maturity (organization's reality).

Stages	Characteristics
Stage 1 Infancy stage (building an organization).	Availability of partners, leadership, team of administrators, differentiation and focus, parallel competition, franchise entry, geographical transfer, tapping of resources, customer contact, formation and implementation of business strategy, aiming at organization's progress, growth, long term goals and short term objectives.
Stage 2 Adolescence stage (organization emergence)	Solidification of the social construction and competitive ability, ensuring the validity of the new organization, confirmation of existence, establishment of legitimacy and credibility, publicizing big successes and small wins, gaining reputation, validity and confirmation, supply shortage, becoming a second source and a joint venture.
Stage 3 Maturity stage (organization's reality)	Steady growth of organization, standard performance - in comparison to existing ones, establishment of reality, becoming more organized and formalised, taking shape, gaining customers trust and reliability, producing services, employment and payments, competing favourably with existing market, offering extrinsic and intrinsic rewards.

Table 5: Summary of Characteristics of Emergent Organizations

Implications for VSOs

It is made obvious throughout the literature that every newly emerged organization develops through different stages to maturity. It will not be different in the case of VSOs; once they start, they will aim at growing towards the realization of the set organizational goals.

Based on the literature review, a conceptual model for VSO emergence can be proposed to provide guidance in studying VSO formation (see Figure 1). In the model, stimulating factors that are likely to affect the emergence of VSOs are indicated. This provides a significant contribution to our understanding of the required influences that are needed to trigger the successful emergence of VSOs. The proposed model looks at the

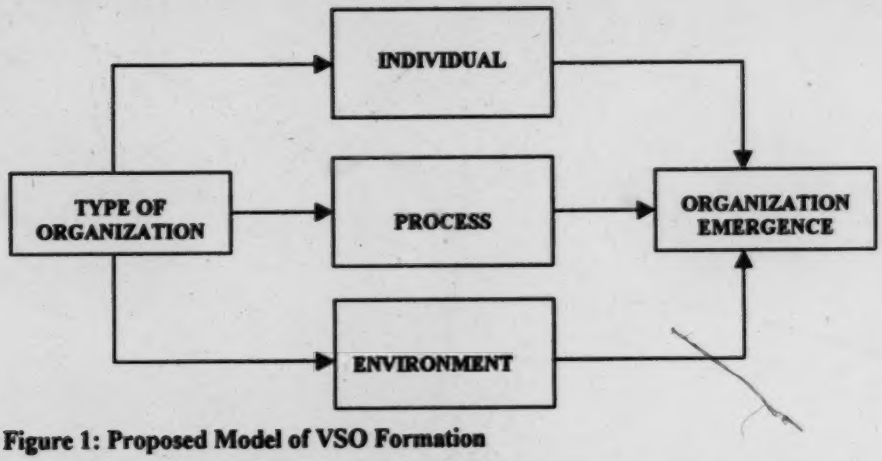

Figure 1: Proposed Model of VSO Formation

influential factors as a single and unified force since they may impact the emergence of VSOs as integrated stimuli in support of each other.

The first influential factor is likely to be the type of organization being created: instrumental, skill building or expressive. After the individual founders have identified the type of organization they would like to form, they are likely to draw on their imbued characteristics to pursue the path of organization formation. They should take advantage of the favorable environmental conditions through a process of initial activities to realize the emergence of their intended organization. The individual founders require kinds of experiences, skills, leadership qualities, and abilities to initiate the founding process. To sum up, it would take the efforts of the appropriate individuals, process of activities, and conducive environmental conditions that are best suited for each type of organization to result in its emergence.

Though it is yet to be confirmed with empirical studies, it is assumed that existing VSOs have stood the test of time because they have survived the developmental stages outlined above. Hall (1982) points out clearly that non-voluntary and voluntary organizations are different in many aspects but the two are not exact opposite in

characteristics. Voluntary organizations, to a greater extent, have all the features of other organizations with respect to their nature, structure, and process of origination. However, their mode of formation requires careful analysis to determine where voluntary and non-voluntary organizations coincide in terms of factors affecting their emergence and where the two diverge in that respect. The next few pages look at the distinction between for-profit and voluntary organizations. Hall (1982) argues that organizations are different and their mode of formation differs. For this reason, for-profit organizations and voluntary organizations will have different stimulating factors that will determine their emergence.

Differences Between For-profit and Voluntary Organizations

A voluntary organization is a nonprofit organization that operates without placing primary emphasis on maximizing profit for a limited set of owners (McLaughlin, 1986). Voluntary organizations such as churches, charitable organizations, sport organizations, civic clubs and associations that are organized and operated substantially for pleasure, recreation, advocacy, and other nonprofit purposes emerge out of general interest and the desire of members to promote and protect such an interest (McLaughlin, 1986). It is important to emphasize the point that voluntary sport organizations or associations such as curling clubs, bicycle riders associations, swimming associations, volleyball clubs and skating associations, which are formed either for pleasure, competition, protection or promotion of the sport, without the primary purpose of making profit, fall under the definition of voluntary organization.

On the other hand, for-profit organizations such as printing industries, beef factories, telecommunications, tailoring shops, grocery shops, and timber industries exist

to produce goods and services for the general public with the primary purpose of generating profit for the owners or shareholders. Thus, all forms of organizations that emerge with the ultimate goal of making profit for the founder(s) and shareholders fall under this category. The major differences between for-profit and voluntary organizations can clearly be stated under the following headings: deliberate or conscious profit motive, revenue generation, membership, and ownership.

Deliberate Profit Motive

One clear distinction between voluntary organizations and for-profit organizations is that profitability is not a primary goal of the former; therefore, profitability becomes subsidiary to other organizational goals. Voluntary organizations focus more specifically on meeting the needs of their members and the community at large; therefore they are not conducted or maintained for profit motives, or organized on capitalistic principles. McLaughlin (1986) argues that most voluntary organizations do not distribute their earnings to the individuals who control them, such as members, officials, directors or trustees. For-profit organizations, on the other hand, are based on profit motives and there is conscious effort on the part of entrepreneurs to make adequate profit. Such organizations stand the risk of collapsing when the estimated profit margin is far greater than what is realized.

Revenue Generation

With voluntary organizations, revenue is mostly generated through members' annual or monthly dues, contributions, fund raising activities, and government's periodic grants. There are no personally or individually owned shares or interests and there are no usual, direct, required or proportionate financial benefits to contributors of capital or

patrons. Miller, Jr. (1990) points out that voluntary organizations derive their primary source of revenue from donations and government grants. Donors give for a specific purpose and ensure the proper utilization of their monies while government grants are also given for carefully defined programs.

The major distinction between for-profit and voluntary organizations' revenue generation is that whilst the latter fund their activities by the means outlined above, the former operate mainly through venture capital generated either from the enterpreneur's personal account, the organization's credit account, sales or borrowed funds from the bank or friends. This makes for-profit organizations capitalistic-oriented with the hope of repaying such loans and reallocating surpluses for the growth of the organization as well as maintaining adequate profit to pay salaries and shareholders.

McLaughlin (1986) argues that though voluntary organizations can have a budget surplus, the distribution of such funds is prohibited; the funds, therefore, remain with the organization. It is worth noting that though voluntary organizations keep their priority goals intact, they plan a profit rate that will maintain their long-run financial viability. Voluntary organizations make sure that they have enough funds to run their activities and maintain adequate resources for growth in the demand for services and for new opportunities.

Membership

The means of recruiting members of voluntary organizations are entirely different from that of for-profit organizations. In the case of voluntary organizations, there are always some individuals or group of individuals who are committed to championing a cause, playing a sport, or advocating for a right, who eventually see the need to come

together to pursue their interest as a group. Thus, individuals come together to create a voice to either defend or fight for a right, or they create an organization to fill a gap which they have noticed in the perception of their environment. They come together because of their common beliefs, interests or philosophies with the hope of promoting and protecting the ideals they uphold. Members focus on going along with each other to increase togetherness as well as friendliness. This situation makes such organizations purely voluntary and membership is usually opened to the public and individuals who demonstrate support for whatever purpose and ideals the organization stands for. Those who are interested register with such organizations to become members. The mode of recruitment is not by qualification but mostly by interest, enthusiasm, dedication and willingness to join. Voluntary organizations add to their numbers through periodic membership drive activities. For-profit organizations, in most cases, dwell as much on qualification criteria as professional requirements for recruitment of members. Due to the primary objective of such organizations to make profit, their members are mostly hired employees with the minimum employment qualifications. This is necessary because their day-to-day operations demand a high level of administrative staff and job skills. Membership may be open to the public; nonetheless, one has to meet the laid down principles and go through the selection procedures. Therefore, membership is not by wish, interest, or desire but by organizational needs and what managers are looking for.

Ownership

Another difference that distinguishes for-profit organizations from voluntary organizations is the issue of ownership. Founders or individuals who found voluntary organizations do not own them at the end of the day; the organizations become the

property of the communities or the societies within which they operate. Though founders may hold positions of administration and leadership, they only operate along the organizational guidelines and ensure the viability of the organization. They do not make policies for the group or impose their personal ideas on members and, therefore, cannot take the credit or bear the risks of the organization alone.

In the case of for-profit organizations, founders, individuals or groups of individuals own the organizations they create. They become the chief executives, directors or managers who lead their organizations administratively with the best of intentions and abilities to achieve the set organizational goals. They can decide when to continue with their venture operations and when to abandon the idea of enterpreneurship. They take credit for their achievements and bear risks alone.

The discussion of differences between for-profit and voluntary organizations suggests that the two types of organizations exist for different reasons with different objectives. Therefore, their origins are likely to be influenced by different situational factors and circumstances. However, researchers have placed emphasis on the individual, the process, the environment, and the intended organization as antecedents for the formation of for-profit organizations. The task at hand, therefore, is to investigate how the four variables are likely to influence the formation and growth of VSOs.

Summary

The literature review has centred on a review of models of organization creation with particular reference to conditions and factors, as well as motives, that stimulate organization start-up and their implications for VSOs formation. The available literature

suggests that a number of researchers and authors have adopted different approaches to studying the phenomenon of organization creation. As a result, different models of organization creation abound in the literature on venture start-ups with their proposals based on different factors and motives (Bird, 1992; Gartner, 1985; Herron and Sapienza, 1992; Larson and Starr, 1993; Learned, 1992; Naffzinger et al., 1994; VanderWerf, 1993; Vesper, 1989).

Despite the differences in methodologies and approaches among researchers, the review suggests that scholars agree on four basic factors that stimulate the process of organization creation. Though these factors are studied and explained in different contexts from diverse perspectives, they could be summarised as, first, the individuals (prospective entrepreneurs) who engage their environment, take advantage of the enabling environmental conditions, and with their background characteristics (traits) and experiences translate their intentions of organization creation into action. Second is the process through which the organization creation evolves until such a time that a new organization emerges. This process includes the location of business opportunities, the accumulation of resources, choosing between alternative ventures, responding to economic, socio-cultural and political factors and the creation of value-producing and marketing products. The third factor is the environment within which the prospective founder operates. The relevant business environmental conditions include the availability of financial resources, labour force, transportation, market areas, supporting services, universities, and land. Fourthly, the organization that is created as a result of the proper combination of the first three variables. The new organization becomes an entity unto itself, has a specific business idea, forms clubs, associations and networks with other

partners, faces the challenges and competitive nature of the environment and attempts to focus on the organizational goals. Other studies maintain that voluntary organizations obtain their originating stimuli from a larger social system and factors that are likely to lead to their formation emanate from the prevailing social, scientific, and economic conditions. Other factors are given as need recognition and supportive public policies while others see the basic rights of organization, meeting, discussion, and publication as prerequisites for the emergence of voluntary organizations (Sills et al., 1983). A brief discussion on distinction between for-profit and nonprofit organizations suggests that the two sectors may emerge under different circumstances.

The bulk of the literature on organization creation is found within the entrepreneurship literature and no specific model of organization creation was available to us from the non-profit literature. However, a review of available non-profit literature suggests that scholars agree on factors such as individual(s) who champion a course out of enthusiasm, philanthropy, charismatic leadership, economic, socio-cultural, religious, political and environmental conditions as determinants of voluntary (non-profit) organization formation (Kendall and Knapp, 1996; Nicholls, 1982; Pearce, 1993; Pearson, 1982; Salamon and Anheier, 1997; Slack, 1985).

Though numerous potential influences pertinent to the formation of VSOs have been identified throughout the literature review and we have as well speculated on how the differences between for-profit and nonprofit might influence in various ways to bring organizations into being, what areas remain need to be investigated.

- Chapter 3 -
METHODOLOGY

Introduction

The literature review in Chapter 2 revealed that, thus far, no frameworks/models have been proposed for studying the creation of voluntary sport organizations (VSOs). For this reason, any research aimed at investigating this phenomenon must be considered exploratory in nature. Exploratory research can be carried out with more traditional, quantitative methods but, in general, qualitative methods are particularly well suited to this kind of research. Whereas quantitative methods may allow us to establish that the circumstances surrounding the emergence of VSOs are different form those surrounding for-profit organizations, qualitative methods allow the identification and documentation of those differences. It was for this reason that the investigation method employed to uncover the stimulating factors that were responsible for the formation of three VSOs was qualitative in nature.

The investigation described below is a multiple case study (Yin, 1994) of the emergence of three Edmonton-based VSOs: the U of Agers Gymnastics Club (U of Agers), the Cerebral Palsy Sports Association, Edmonton Section (CPSA), and the U of A Fencing Club. Case study as a qualitative social research method was more appropriate because the study was confined to few cases (multiple-cases). The method allowed the researcher to deal with all the pertinent information or aspects of the cases that were under investigation (Yin, 1994). The predominant mode of data collection for the study was in-depth (unstructured) interviews (Marshall and Rossman, 1995) which, whenever possible, were conducted with the founders of the organizations being investigated.

Multiple informants were interviewed from each organization and were identified through the process of snowball sampling (Hall and Hall, 1996).

In addition, document collection was employed where possible in order to facilitate subsequent triangulation of the findings from the interviews. The data were analyzed within Atlas.ti, a microcomputer textual analysis program, which facilitated coding according to the themes identified in the previous chapter: the individual, the process, the environment, and the type of organization. In doing so, the objective was to determine the degree to which the frameworks/models for studying for-profit organizations were applicable to VSOs and, in addition, to determine how those frameworks could be modified to accommodate those attributes that were unique to VSOs. A comprehensive detail of each aspect of the methodology has been described in a separate section below.

Method of Data Collection

(i) Case Study

"A case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident" (Yin, 1994, p. 13). Case study implies an in-depth study of one or a limited number of cases in which each case is treated as a whole. The case study approach is particularly helpful when a deeper understanding of cases is needed with little or no concern about generalization to a larger population (Adams and Schvaneveldt, 1985). The case study strategy, therefore, becomes appropriate when researchers want to cover contextual conditions pertinent to the

phenomenon of study. Thus, for the sake of theoretical refinement and because a number of VSOs were investigated, multiple-case study as a qualitative research strategy appeared most appropriate. This was due to the fact that the study was attempting to investigate the conditions that influenced the formation of VSOs in Edmonton and a single case as a unit of analysis was inappropriate (Yin, 1994). There were many VSOs in and around Edmonton and they might have emerged differently from each other in terms of influential factors that acted as stimuli or start-ups. Therefore, a multiple-case study strategy was appropriate in uncovering several conditions as compared to adopting a single-case study approach. Cases such as expressive, instrumental, and skill promotion VSOs were likely to have various kinds of circumstances that led to their formations.

Furthermore, Yin (1994) points out that case study inquiry in general copes with the technically distinctive situation and provides many more variables of interest than data points. It also relies on multiple sources of evidence, with data converging in a triangulating fashion and consequently benefits from prior theoretical propositions that guide data gathering and analysis.

Case study as a qualitative research strategy characteristically provides reliable information and rich data for analysis. Therefore, in attempting to determine from the perspective of informants what acted as start-ups of their organizations, the best research strategy was to investigate a few cases to study the phenomenon in its context (Yin, 1994). Again, since a case study includes only one or few cases, it can deal with all pertinent information of the situation.

Moreover, case study was selected for the study because of its holistic approach to data collection. It typically viewed the entire subject focus and tended to be in-depth and

comprehensive in approach. Case study attempts to thoroughly assess a cluster of factors by focusing on a small number of cases. It also assesses the units as they exist in a natural unaltered setting (Adams and Schvaneveldt, 1985).

The major limitation associated with a case study design is the fact that its focus is often on a single or limited number of cases and this makes generalization difficult. This problem was reduced as the study was primarily for theoretical refinement but not for generalization. Again, bias might be manifested in the very cases that were selected for study as well as the open-ended nature of the case-approach, which may allow the investigator to influence the nature of the case under study. This problem was limited by the fact that the researcher was aware of it and selected the cases by carefully looking for different kinds of VSOs (expressive, instrumental/advocacy, skill promotion) that might have uncommon stimulating factors influencing their origins.

(ii) Unstructured Interviews

In-depth (unstructured) interviews is a data collection method which aims at exploring and uncovering from informants' perspectives views and opinions about specific predetermined purposes through oral face-to-face communication (Fontana and Frey, 1994; Marshall and Rossman, 1995). It is an unstructured, open-ended form of conversation which provides meaning for a specific task related purpose associated with a particular subject matter. Qualitative in-depth interviews are based on the fundamental assumption that the participant's perspective on the phenomenon of interest should unfold as the participant views it, not as the researcher expects (Marshall and Rossman, 1995).

The unstructured interview is a type of in-depth interview that is unstructured and provides the interviewer the opportunity to ask certain major lead questions that will

demand long narratives in response. Nonetheless, the researcher reserves the right and freedom to probe for clarification, completion, and further information (Fielding, 1993; Hall and Hall, 1996; Singleton, Jr., and Straits, 1999). Singleton, Jr. and Straits (1999) comment that the scope of the interview is not controlled by certain sub-topics; some key questions may be developed in advanced which are open-ended in nature so that informants can discuss the issues more freely than is permitted by the 'closed-end or forced-choice' questions.

Several attributes of the unstructured interviews suggest that it was the most appropriate data gathering technique for this study in view of its aim to achieve a rich understanding of informants' own account of conditions that were responsible for the creation of their organizations. This method was chosen over all others because of the following advantages.

First, it allowed informants the needed freedom and flexibility to systematically unfold the actual conditions that influenced their decision to create organizations. Second, it guided respondents to cover among others the specific categories of interest of the study as the researcher probed for immediate feedback and clarification. Third, unstructured interviews gave the researcher considerable discretion regarding questioning to ensure that the interview was conducted in an informal manner which was not threatening to respondents. The flexible nature of unstructured interviews produced comparable or standardized information from each respondent that was useful in the final analysis (Singleton, Jr., and Straits, 1999). Fourth, unstructured interviews like other types of interviews yielded large amounts of data quickly as respondents said more than

they would have written. Again there were immediate opportunities to follow-up with probes for detailed information, clarification of answers and getting feedback.

Another advantage of unstructured interviews was the fact that the oral face-to-face exchange motivated informants to share more of their experiences and general conditions that significantly influenced the formation of their VSOs (Marshall and Rossman, 1995). Again, it allowed the researcher to inquire deeper and obtain richer understandings of informants' accounts of how their organizations got started. In effect, the in-depth interviews did not limit the type of data obtained as they facilitated useful responses to questions and there were few restrictions on what could be asked and how they were asked. This allowed the researcher to explore as much as possible within the categories under investigation.

Finally, unstructured interviews allowed the researcher to observe the non-verbal responses (long silence, nervousness, hesitation, and emphasis) of respondents which were useful in the data analysis (Singleton, Jr., and Straits, 1999). By taking advantage of the flexibility of this method the researcher came closer to a conversation and it was more natural than a formal interview with highly structured schedule (Hall and Hall, 1996).

Despite the above advantages, there were several disadvantages associated with unstructured interviews that affected the study. First, it was time-consuming when it came to transcribing and data analysis due to the large amount of data it generated (Marshall and Rossman, 1995). This problem was minimized if not eliminated completely by focusing on the categories of the study as much as possible during interviews.

Second, some respondents did not feel comfortable in the presence of the researcher in sharing all that the interviewer wanted to explore. This problem was taken care of by establishing rapport with the respondent and putting him or her at ease. Third, it was difficult at times to check on the interview data for validity since they were not verifiable; therefore, the information given by respondents was taken at face value (Hall and Hall, 1996). But this was not much of a problem or concern for the study since informants experienced different conditions and possessed different backgrounds that influenced the creation of their organizations. Again, available related documents were reviewed to verify information. Though very similar unstructured questions were asked, the respondents reacted to them differently since they were different individuals who were involved in the creation of different VSOs.

Another problem was the issue of informants' recollection of the actual factors that triggered the creation of their VSOs. The data required for this study were associated with past events and some respondents may not have been completely accurate in recounting the conditions that were responsible for the formation of their organizations. This problem was partially reduced by the fact that relatively new VSOs were studied and snowball sampling employed to locate at least three persons who participated in each organizaton.

One major problem with unstructured interviews is the reactive measurement effect or error. This problem is explained as the errors derived from the reactions or behaviors of research subjects and the researchers to each other (Singleton, Jr., and Straits, 19999). The error may be the 'guinea pig effect' where informants may feel they must make good impression and, as a result, may not respond truthfully. It is difficult to

totally eliminate this problem but putting respondents at ease reduced it. The error can also occur by 'subject role selection' where informants, either consciously or unconsciously, are forced to formulate a role by providing the kind of answers that they think researchers will expect of them because they (informants) are part of the research process (Singleton, Jr. and Straits, 1999). This problem, though it was difficult to remove completely, was taken care of by establishing good rapport, putting informants at ease and focusing on the phenomenon under investigation. Finally, the error can occur when the interviewer is not careful with appearance with respect to dressing, mode of speech or mannerisms, racial influence, class and gender can influence the responses given by interviewees (Singleton, Jr., and Straits, 1999). This type of reactive measurement effect was reduced by the fact that the researcher was aware of its existence and guided against it throughout the course of interviews. Interviews were conducted in any convenient places agreed upon by both the interviewer and the informant well ahead of time (Fontana and Frey, 1994). Interview schedules were arranged through telephone calls, e-mails and letters where applicable to agree on convenient times and venues for both the interviewee and the researcher.

The unstructured interviews focused on determining the conditions, factors, and motives that participants considered pertinent to the formation of their various VSOs. The conversation addressed the historical facts of the organizations with particular reference to the individual(s) who started the organization and their background characteristics, the prevalent environmental conditions under which the organization was created, and the process through which the organization emerged (see Appendix A for the interview guide).

(iii) Document Analysis

Document analysis is a research method where evidence is extracted from various documentary sources such as minutes of meetings, economic records, court records, and congressional records. They are usually about human behavior, social conditions and processes, formal policy statements, letters as well as important events that take place within organizations (Adams and Schvaneveldt, 1985; Marshall and Rossmon, 1995). Researchers supplement other data collection methods such as interviews and participant observation with collection and analyses of documents produced in the course of everyday events. For the purposes of uncovering some conditions that accounted for the formation of VSOs which might have eluded informants and for validating of information, documents that were related to the creation of selected organizations were thoroughly reviewed. This was helpful to the researcher and beneficial to the study in the following ways.

First, documents were useful sources of historical evidence that often gave details of facts and provided periods of events, names of individuals to either confirm or contradict whatever needed to be substantiated. In this sense, the origins of VSOs were investigated by dwelling on what had been documented in that respect. The study was investigating the influential factors that were responsible for the formation of VSOs, and some people who were involved in the formative years were deceased; therefore, existing organizational documents proved to be a useful data gathering tool that supplemented the interview data (Adams and Schvaneveldt, 1985).

Second, they were also very economical and provided a safer form of data as compared to interviews. If a researcher finds it necessary to repeat a part of a study, it is

more feasible with organizational document analysis than some other research methods. It has the advantage of being one of the most unobtrusive research techniques; unlike interviews where the "reactive measurement effect" is high, the researcher seldom has any effect on the documentary review (Marshall and Rossman, 1995).

Finally, where no access was possible to complete information gathering due to either political or social restraints, supplemented documents can be reviewed for valid conclusion of any study (Adams and Schvaneveldt, 1985). It was, therefore, important that all available documents related to the creation of any of the VSOs investigated be reviewed. Document analyses are useful for investigating historical cases as they provide records that allow the study of any specific time period (Adams and Schvaneveldt, 1985).

Document analysis is not without limitations: The following problems are associated with documentary review: Their usefulness highly depends on their availability and the information they provide is limited to that which exists in the form of documents. Since these VSOs were not prolific record keepers as compared to for-profit organizations, written records regarding the influences that stimulated their formations were scarce (Adams and Schvaneveldt, 1985; Slack, 1985). This problem was minimized by supplementing documentary evidence with data gathered from informants who were involved with the organizations' formative years.

Again, most of the information contained in the documents was not relevant to the study; therefore, the researcher needed more time commitment to sort out the needed evidence. This problem was reduced by reviewing documents that were recorded during the formative periods of the organizations, because the researcher was interested only in the situational factors that got the organizations underway.

As a second source of information, documentary analysis might have problems with validity and reliability. Such documents obviously might fall short of providing detailed information on the conditions that existed before the organizations got started. Most of the information provided by the documents was verified with interview data to reduce the stated problem. In spite of these shortcomings, organizational documents were important sources of information, especially because the past of organizations were being investigated.

Selection of Organizations and Informants

(i) Selection of Cases

Since the purpose of this study was to identify the conditions that stimulated the formation of VSOs in the metropolis of Edmonton, one of the immediate tasks was to select the appropriate cases for investigation. The selection needed to provide three cases as units of analysis for the study with different types of VSOs: expressive, instrumental or advocacy, and skill promotion VSOs. Slack (1985) defines expressive VSOs as organizations that are formed to express or satisfy the interest of members. Instrumental VSOs are formed primarily not to provide activities for its members as an end in itself, but to serve as social influence organizations designed to maintain or create some normative conditions or change. They are more or less advocacy groups. Skill promotion VSOs exist to develop the skill level of members and to provide conditions for skill practice such as through competitions and the organization of the sport. The assumption was that factors that might have influenced the creation of an advocacy VSO might not have influenced the formation of an expressive or skill promotion VSO.

A number of factors were considered in the process of case selection. Consideration was given to the accessibility of the organizations as well as informants since the general methodology of the study relied both on interviewing and documentary review. It was important that the individual informants were accessible to the researcher for the purposes of follow up or return to the data source for information clarification and to maintain a minimum standard of reliability.

Again, the organizations had to be relatively new and some members who were involved in their formation available for interviewing. Organizations that were relatively old were not suitable since the right informants might have been deceased or might have changed their living locations. It was obvious that interviewing appropriate persons from such organizations was extremely problematic.

Furthermore, the organizations needed to be located in Edmonton and its immediate surroundings because the study was delimited to the said location. VSOs that were formed outside Edmonton and its surroundings were thus out of the case selection. Moreover, the cases needed to possess the characteristics of a true VSO. This meant that organizations that were selected for the study could not exhibit some characteristics of for-profit organizations like individual ownership, a profit orientation, and they needed to be active and functioning in sport related activities. With these factors in perspective, a number of VSOs were eliminated. For instance, VSOs whose founders were highly inaccessible, because they were spread out across large geographical distances or were living distances away from the delimited zone of the study or might have been simply deceased were not investigated. In considering the appropriate selection of cases in the light of the conditions described above, places like Percy Page Center, Edmonton Parks

and Recreation Center, Volunteer Center in Edmonton, and Campus Recreation office of University of Alberta were contacted for more information on VSOs that fell within the stipulated categories. Out of the provided list, three cases were selected.

(ii) Selection of Informants

Obvious reasons related to gathering first hand information with respect to the conditions that triggered the formation of VSOs in Edmonton made it necessary to identify individuals who were involved in the creation of the organization right from the beginning (Slack, 1985). For this reason, the target informants for this study were the founders of VSOs that were selected for the proposed study. The founders were selected for the following reasons: first, they were the individuals who provided information that was relevant to the study in terms of giving a historical account of the factors that influenced the creation of the various VSOs. Second, the conditions that existed before the emergence of the organizations were best explained by the founders. Third, they were more precise and gave in-depth accounts about their personal background, experiences, and characteristics that influenced their decision to create an organization. Fourth, the founders explained better their personal environment as well as the general environmental conditions that stimulated their intention to found organizations. This preference was given to founders because several issues regarding antecedents of organization creation in the for-profit sector need to be compared to the formation of VSOs for the purposes of proposing a model of VSO formation along the lines of those in the for-profit organizations.

In all cases, snowball sampling was adopted to locate informants. Since it was not possible to identify before hand all those who might fall in the target sample of

informants, interviewees were asked to recommend other people who they (informants) thought might be useful in the study. This sampling method is widely accepted technique and useful in exploratory research. It is recorded that snowball sampling permits fruitful spending of time in getting detailed information from a proportion of population of interest rather than trying to cover a larger population in lesser detail (Bailey, 1996; Hall and Hall, 1996).

A miniature tape recorder was used in recording all interviews. Permission was sought from respondents before any recording was attempted (Marshall and Rossman, 1995). Recording of data was systematically carried out and kept intact to facilitate easy organization, accessibility, and analysis. In all, ten interviews were conducted with at least three informants from each of the three organizations. Each interview lasted between sixty (60) and ninety (90) minutes.

Field notes were also taken both manually and mentally, and as much as possible everything that described the categories of organization creation under investigation was recorded. Track was kept of names of organizations, dates of interviews, and audio-tapes were labeled for easy retrieval and management (Fontana and Frey, 1994).

Data Analysis

To bring order, structure, and meaning to the mass data that was gathered through the interview technique and documentary review outlined above, latent content analysis was employed (Marshall and Rossman, 1995). Content analysis is a research tool for the scientific study of communication and documents to determine key ideas, categories, and themes and words contained in a record. The basic idea of employing content analysis is

to reduce the total contents of documents and communications including visual imagery to a set of categories that represent some characteristics of the research interest (Hall and Hall, 1996, Singleton, Jr., and Straits, 1999). Thus, content analysis may involve the systematic description of either verbal or non-verbal material as well as events recorded in both the documents and interview data.

Content analysis has two basic forms: manifest content analysis and latent content analysis (Adams and Schvaneveldt, 1985; Slack, 1983). The former is concerned with specificity of understanding and, therefore, gives high reliability, though it has a disadvantage in terms of validity. On the other hand, latent content analysis is concerned with depth of understanding. It places emphasis on the desire for validity and the need to assure that the particular measure that is employed reflects accurately the true meaning of the phenomenon under study (Adams and Schvaneveldt, 1985; Pitter, 1987; Slack, 1983). Since the nature of the study was closer to exploratory and indicative than definitive and representative, latent content analysis was more appropriate. Thus, the purpose of the study was to explore the circumstances surrounding the formation of VSOs in Edmonton rather than defining those conditions.

Content analysis also has the advantages of reliability and validity, thereby permitting other researchers to consistently follow and come up with the same results that reflect the data from the document. It also has an advantage of readily dealing with unstructured material to successfully restore order and meaning. It can be used to analyze large volumes of verbal as well as non-verbal data and still maintain its reliability due to its sensitive nature to context and symbolic forms in communication. The above attributes of content analysis made it suitable for the study.

Recorded data were transcribed verbatim, which yielded one hundred and five (105) double-spaced pages. The data were coded into the four categories or themes of the variables identified as factors for organization formation in the for-profit sector (individual, environment, process, and the type of organization). The information pertaining to each of the variables was extracted from the aggregated data and placed in a file set aside for each variable. The computer-assisted program, Atlas.ti, was employed to facility easy analysis of the data. The use of Atlas.ti helped the researcher to easily identify the key ideas in the mass of data collected; categorization of the specific information into proper coding was enhanced by using the computer-assisted analysis.

Although research methodologies that explain the use of computer have been mostly oriented towards survey and or quantitative research, the pattern is now changing (Hall and Hall, 1996). There are a number of instructions at the moment on how to effectively use computer programs for ethnographic or qualitative data analysis. The basic advantages for using computers to analyze data are: first, as Hall and Hall put it,

> "Computer programs can take the drudgery out of ethnographic analysis by providing efficient means to store, code and sort data" (Hall and Hall, 1996, p.192).

Second, with simple word-processing packages, researchers can store all their information and concentrate on analyzing what is relevant only for the study on hand.

Again, computer assisted analysis provided the opportunity for editing transcribed files to come out with the essential information, which was saved separately as a summary of the entire data. These files were consulted and evaluated within the theoretical framework of the study to form the basis of observations and conclusions of

this study. These methods of computer assisted data analyses were typical with interviews that provided unstructured data (Fontana and Frey, 1994; Hall and Hall, 1996).

- Chapter 4 -
RESULTS

Introduction

The purpose of this study is to identify the conditions responsible for the formation of VSOs. In this chapter, the findings and the results of the analysis of data are reported. The chapter presents comprehensive information and evidence on the factors that facilitated the formation of each of the three organizations that were studied. The antecedents are reported within the framework of the four categories outlined in Chapter 2: the individual, the process, the environment, and the type of organization. Other factors that are specifically unique to the formation of VSOs are highlighted and reported. The presentation of the results is divided into three main sections corresponding to the three cases investigated in this study: the U of Agers Gymnastics Club, the Alberta Cerebral Palsy Sport Association, Edmonton Section, and the U of A Fencing Club. The situational influences identified as being responsible for the formation of each organization are presented as they emerged under each case.

A brief history of each of the organizations precedes the presentation of the results to foster a clearer understanding of the conditions that stimulated their formations.

Case A – U of Agers Gymnastics Club (Expressive VSO)

History

There are two related accounts surrounding the formation of U of Agers Gymnastics Club. The first account depicts that the U of Agers owes its inception, in the 1960s, to Dr. Joe Toth, a Hungarian professor in Earth Sciences, who was hired by the

University of Alberta during the period. He came to Edmonton with his cultural gymnastics background, which he used mostly for interest, fun, and "keeping in shape". Back in the early 60s, gymnastics was not as common in Canada as it was in Europe. When Toth arrived in Edmonton, he was committed to preserving his gymnastics culture and was looking for an opportunity to continue performing gymnastics here in Canada. At that time, because the university did not have a gymnastics group, Joe started "working out" with the YMCA in 1961 as an honorary member.

Gymnastics started gaining roots within the university community and, as facilities and equipment became available on campus, Joe reverted to working out in the university gymnasium instead of using the YMCA's facilities. Over a period of years, through the 60s and into the 70s, he kept on following his regular gymnastics program, which soon led some individuals to join him. It was around that same period that a graduate student from Hungary came to the university to study and he, with his gymnastics background, joined this young group of gymnasts.

By the middle of the 1970s, the U of A gymnastics team for students, the Golden Bears, became prominent and outstanding. It was at that time that a member of the U of A gymnastics team, who was a student at that time, introduced his father, Stan Dyer, to the U of Agers group. He joined the group at the insistence of his son and became a permanent member. Stan, who was looking for physical exercise opportunities, became one of the initial prominent and consistent members of the group. A number of individuals, with time, developed an interest in gymnastics, drawing inspiration from the original members and joined the group. Eventually, an initial core group of older adult (all male) gymnasts, numbering about 6 - 8, emerged.

The members became regular and consistent in their training programs and have since been training on a regular basis, three times a week, on Mondays, Wednesdays, and Fridays. They were training mostly after work, which most often coincided with the training time of the university gymnastics team. They sometimes had to work together with the university athletes under Mr. Francis Tally. The group carried on and the initial core members, over the years, became close friends.

With influence and inspiration from Dr. Toth, the group worked cooperatively with the Bears' gymnastics program under Francis Tally, the men's coach. Mr. Tally, with the consent of other members of the group, set out the criteria for eligibility to join the U of Agers gymnastics group. He proposed that prospective members should be over 40 "either in girdle or in number of years." Mr. Tally gave the name "U of Agers" to the group, which has stuck on the group as has the girdle and the number of years' criteria for membership.

The second account maintains that the origin of a second (coed group) of the U of Agers emanated from the introduction of fitness programs for adults 50 plus in the middle of the 1980s. Dr. Burgess, who was then Director for Campus Fitness and Lifestyle, began a series of physical activities for older adults called "Alive and Well". The Alive and Well program became popular amongst seniors as it had a vision for seniors to participate in campus recreation to promote healthy aging. One of the programs was known as "50 and Getting Better". As the size of the class grew larger, Dr. Sandy O'Brien Cousins was invited to lead a second class on Tuesdays and Thursdays in the fall of 1985. Due to a shortage of facilities, Sandy's class exercised on the floor area of the gymnastics center.

Enjoying this new leadership challenge, Dr. Cousins (then Sandy O'Brien) took her older adult fitness certification in early 1986. Marian McCallum, who was to certify Sandy's work, was highly impressed with her rhythmical routine using blue balls and a Strauss waltz, which was choreographed as part of her practical examination. In the spring of 1986, Sandy was asked to use this choreographic skill to put on a fitness exhibition at the Alberta Seniors Games. During the summer of 1986, Dr. Cousins was able, with the help of Katie Basch, to organize a group of older men and women from her fitness class to perform "Don't Break My Stride" and other exercise routines in the opening ceremony of the 1986 Alberta Seniors Games in Grande Prairie.

Following the successful performance in Grande Prairie and the amazing reaction by spectators and the media, the group decided to do more gymnastics and to practice for future performances. They were aged 50 to 74, and because they were training in the gymnastics center of the University of Alberta, they came under the name U of Agers. This coed group was a different entity from the original (all male) U of Agers which owed its existence to Dr. Joe Toth. Both groups still exist as independent entities with Stan Dyer being a common participant in each training group. In 1990, the coed performance group of U of Agers registered as a society, and in 1991 they were recognized as a Sports Club of the University of Alberta and the first North American gymnastics club for seniors.

The coed performance group of U of Agers adopted the following 5 objectives:

- To work toward optimal individual physical potential in a cooperative team environment.

- To serve as role models for younger and older generations in regard to fitness and health.
- To create an awareness of fitness for the older adult.
- To promote gymnastics as a skill in the enhancement of a quality lifestyle, the ultimate goal of which is lifelong independence.
- To contribute to a greater understanding of the process of aging and help counteract ageism in Canada.

Their motto is: Age is no barrier

The coed group started in 1986 and, by 1988, tension started to develop amongst members based on philosophical differences. Some of the members of the group wanted to look more professional and highly skilled while others wanted to just participate for fun and be part of the group for fitness. The group started to divide philosophically: one group was in favor of excellence and high skill performance while the other advocated modest and safe joint movement but not perfection. The group eventually did split in 1997, and those who wanted to pursue excellence moved off campus to form the Dynamos Gymnastics Club under the leadership of Diana (Dee) Hannigan and Anne Black and they adopted the motto: Younger heart. The U of Agers who wanted to participate to enhance their fitness levels and have fun stayed under Dr. Cousins. Thus, in the year 2000, U of Agers exists in three different factions: U of Agers Men - the original core group, U of Agers Coed Performing group, and the break away Dynamos. In no other city anywhere else in North America do older adults train in group gymnastics. (Interviews, July 2000; Katimavik, Fall 1999; Brochure, U of Agers).

Analysis

The results derived from analysis of the interview data and the documentary review indicated that variety of factors were responsible for the successful formation of the U of Agers Gymnastics Club. The factors are presented below in more details with evidence to establish their places in the emergence of the U of Agers.

Type of Organization

In Chapter 2, an expressive VSO was defined as an organization that is formed with the purpose of expressing or satisfying the interest of members (Slack, 1985). In other words, such organizations exist to provide activities and opportunities that satisfy the motives and desires of members. Expressive VSOs, through the self-expression of members during performances, give inner and outward satisfaction to participants. Based on the foregoing description, the U of Agers is a typical expressive VSO for older adults who have come together to pursue a common interest and to maintain a considerable level of fitness in their old age. Furthermore, the members had a profound interest in having fun as a group in the pursuit of their interest. The club uses gymnastics performances as a means to break stereotypes associated with older adult gymnastics and physical activities. The purpose of achieving a common fitness interest through self-expression using the medium of gymnastics and having fun with others stimulates the older adults to keep together for the formation of the organization.

The joy and success that followed the first performance of the U of Agers coed group as an expressive VSO at Grande Prairie particularly influenced the initial core members to remain together. That opportunity gave them a positive signal to the possibility of forming an organization to continue with the achievement of their intended

purpose. As an expressive VSO, they were overwhelmed with the results of their self-expression through their adult gymnastics performance and that was satisfactory enough to give birth to an expressive gymnastics club. One of the founding members had this to say:

> "We really enjoyed our trip to Grande Prairie and we had parties after the performances. We had a lot of attention and the group told me that they wanted to continue, not just in the class fitness but they wanted to do performances like that" (Interview, July 4, 2000).

The initial members of the coed group had an ambitious mission of showing school children and the entire community that being an older person does not mean that one cannot do gymnastics. That was how they meant to break the stereotypes associated with older adult gymnastics and to convince other older people to be active in the later parts of their lives. That purpose kept them together, which resulted in the formation of the club to promote fitness and healthy aging among all ages across Canada. The above finding was confirmed in the following interview comment:

> "The U of Agers coed group… perform for fun, but they really do enjoy meeting people, going out in the community, and trying to mobilize other older adults to be more active, to have a higher calling in that regard" (Interview, July 4, 2000).

Though the U of Agers coed group did gymnastics for fun, they enjoyed meeting people, going out to the community and trying to mobilize other older adults to be more active and to participate in fitness programs. They were given the opportunity to express themselves to the outside world and to create lasting impressions in the minds of others, which was a motivating factor that bound them together for the creation of the U of Agers Gymnastics Club.

The all male U of Agers group, unlike the coed group, did not want to demonstrate its skills to influence others; members were motivated by sheer fun and the

expression of themselves through the medium of gymnastics, and it was this that kept them together to form their organization. They simply grew into forming a group by preserving their gymnastics interest, having fun together, and maintaining their optimal fitness level. The common factor that kept them together was expressed in the words below:

> "A very important factor was the common interest that kept us together, because it would be surprising to know how disparate the background of our members was at that time. There was a medical doctor who was a specialist, a cabinetmaker, and a small businessman. We also had a car dealership owner, a university professor, and a retired high school teacher. We really had a wide scope of participants. Everybody was welcome, and everybody enjoyed it… The most important common factor was the love for and the interest in the sport itself" (Interview, July 28, 2000).

The (all male) U of Agers emerged as expressive VSO to provide for the social needs of members such as togetherness, friendship, and a daily opportunity to exercise through gymnastics. The group emerged based on these common aspirations and interests of members without the deliberate effort to form a sport organization. A leading member of the initial core group had this to say:

> "It has grown and I was the nucleus because of my own personal interest and because I wanted to continue doing gymnastics. I functioned as the nucleus… and the other members, using a natural science analogy, precipitated on this nucleus. They also had the tenacity to stick with it as well as the determination and we spontaneously and gradually have grown rather than deliberately forming a group" (Interview, July 28, 2000).

Given the above factors, it can be concluded that the U of Agers became a reality due to the common interest of members to have fun and express themselves through the organization of gymnastics. The initial members wanted to express themselves through organized gymnastics performances, which at the same time gave them the opportunity to have fun, be with others and meet their health needs. Having been successful at their early performances, the U of Agers coed group broke new ground in seniors' gymnastics,

which gave them unprecedented popularity. Another positive factor that cemented the formation of the organization was the friendship that developed amongst members. The group successfully emerged because of the individual members' love for gymnastics and their determination to continue exercising into their 60s and 70s for the purposes of self-expression and healthy aging.

Individual

As an expressive VSO, the U of Agers was basically formed for the purposes of fun, personal interest, stereotype breaking and friendship. Those purposes encouraged the individual founders to demonstrate their love for and interest in the organization as well as their commitment and dedication to senior gymnastics exercises as a sport.

Furthermore, non-trait individual characteristics such as cultural background, need for social recognition, need for achievement and the volunteering spirits of the founders were important factors that stimulated the formation of the U of Agers. Other individual influences included the indiscriminate acceptance of all manner of people by the founders into the group and the founders' ability to maintain good human relations with other members of the organization. To report the individual characteristics and influences in detail, the various identified individual qualities and abilities that were pertinent to the formation of the U of Agers are presented below.

Characteristic 1: Leadership Qualities

The individuals involved in the founding of the U of Agers drew upon their leadership qualities and their charisma to surround themselves with people. Their ability to lead, organize, and to demonstrate commitment and dedication toward the group

during the formative years influenced the emergence of the organization. Their personal leadership qualities were clearly noticed by the group members who felt secure enough to belong to the organization. A founding member made the following comment:

> "I functioned as the nucleus because I liked the sport and, perhaps, the leadership qualities that the people noticed in me also helped. Pure beginners in their 50s and 60s noticed that they had joined a group and tried out gymnastics and they were not laughed at but they were assisted..." (Interview, July 26, 2000).

They influenced their members with their charisma and that stimulated and sustained the formation of the gymnastics organization for older adults. As part of an explanation as to why an individual decided to form an older adult gymnastics group, a founder mentioned charisma and leadership as causes.

> "That decision was charismatic in terms of leading others. I knew that I was a leader and I had the charisma to lead others" (Interview, July 11, 2000).

It can be said at the conclusion that the individual founders were successful in forming a gymnastics club for seniors partly due to the demonstration of their leadership qualities, charismatic influences, and ability to prove themselves capable of handling individual members for safe participation in adult gymnastics.

Characteristic 2: Personal Interest and Commitment

The individual founders of the U of Agers demonstrated personal interest, commitment, dedication, and love for gymnastics and became committed to sustaining its growth even at members' ages of 60s and 70s. Their individual interest that further stimulated the creation of the organization was for the growth of gymnastics, continued participation in gymnastics, and to research into older adult physical activity training. The interest and commitment of one of the founders of the U of Agers coed group towards the creation of the organization was expressed as follow:

> "… I began to get very interested in and committed to older adults in the course of the activity training, and I began to realize that they knew much and it created a whole new research interest for me" (Interview, July 4, 2000).

Another member of the (all male) U of Agers reiterated that one factor that sustained the emergence and the growth of the organization was the interest of the initial members, which was a common variable that held them together.

> "A very important factor was the common interest that kept us together… I was the nucleus because of my own personal interest… I wanted to continue doing gymnastics" (Interview, July 28, 2000).

The individuals involved with the formation of the group succeeded out of their personal interest and became committed to upholding and working on the fitness of older people through gymnastics exercises. Out of their interest developed their dedication to the formation of the group. They worked together every week, all year round, and their dedication to the group attracted others to join them and that sustained the emergence of the organization.

Characteristic 3: Occupation and Related Work Experience

The occupations and work experience of the individuals who founded the U of Agers had a significant impact on the formation of the group. Some of the founders were lifetime gymnastics coaches and physical education instructors who brought their work experience to bear on the creation idea. Some of the founding members had been involved with coaching for a considerable length of time and that was a major influential factor in the successful emergence of the organization. This is how they recounted their related work experiences.

> "Somewhere in the middle of the 1980s, I was getting close to retiring from coaching. I have been coaching for a long time from 1971 to 1986". (Interview, July 4, 2000).

> "I was a gymnastics coach and I was in the U of Agers. I resigned to form the Dynamos… The experience I had as a coach helped me…" (Interview, July 11, 2000).
>
> "… I could coach reasonably well at that level… obviously, we were not aspiring for the Olympics, but I could coach and I could get along with people" (Interview, July 28, 2000).

Dwelling on their occupation and work experience, the individual founders became committed to coaching the new older members and their choreographic skills were exploited to the fullest. They further stimulated the formation of the organization by meeting the fitness needs of the individual members through guided gymnastics exercises and experienced coaching. Their previous work experience served as a springboard for the emergence of the group, which the individual founders successfully provided the group of new gymnasts. Most of the founders had significant working experience in the areas of physical activity and gymnastics coaching and that was an important factor in the creation of the organization.

Characteristic 4: Good Human Relations

The individual founders' good human relations and interactions with other members of the group were initial source of influence that established and cemented a cordial relationship amongst group members. That was in no small way a major influential factor that stimulated and sustained the emergence and growth of the organization. A founder recognized his establishment of cordiality and personal relationship with other members of the group as a major factor that facilitated the formation of the organization and made this comment:

> "I could relate to people regardless of their background, regardless of their educational background or other interest, that was one useful aspect… We came in and worked out, helped each other, got better, kept in shape and, over the years we became very close friends" (Interviews, July 26, 2000).

Characteristic 5: Voluntarism

The volunteering spirit of the individuals who were instrumental in the formation of the U of Agers significantly influenced the emergence of the organization. They coached, mobilized, and organized the initial core members of the club for the love of the sport. They spearheaded the formation of the group by demonstrating a true spirit of voluntarism. They never asked for remuneration either in cash or in kind. The purpose of maintaining their cultural interest, meeting the fitness needs of other people, and serving their community was purely voluntary. They put in several hours during their free time after work, which influenced the emergence of the group. One person made the following remark on the initial volunteering spirit that sustained the group's formation:

> "For a long time I volunteered and never accepted payment for coaching or for anything for that matter. I volunteered my time outside my working hours and used that as part of my community service and as part of my responsibility..." (Interview, July 4, 2000).

All the initial members volunteered their time and worked for no money or material reward and that volunteering spirit was an important factor that affected the emergence of the U of Agers. They were committed to giving their best under the circumstance to ensure the successful creation of the group. It is interesting to conclude that all the individuals involved with the creation of the organization demonstrated a good sense of voluntarism.

Characteristic 6: Creativity

The founders, throughout their attempt to put the older adults together, demonstrated a great sense of creativity, which was a significant factor that contributed to the creation of the organization. The founders were well aware of the ages of initial members and the implications for gymnastics exercises. The founders were extremely

cautious of the safety principles and ensured injury free activities. They were successful in forming the older adults' gymnastics club by dwelling on their creative abilities throughout their operations. They were able to meet the needs of the members with their creative ideas and imaginations without injuring or incurring the displeasure of any of the older adults. That sense of creativity indeed kept the older gymnasts together and that resulted in the emergence of the U of Agers Gymnastics Club. One of the founders had this to say on how creative they were in dealing with senior gymnasts:

> "One person asked me if they could hang on the high bar. They wanted to stretch and relax on it. It was quite hectic getting them off the ground. I needed to help them out by lowering the bars. I had to be creative enough in dealing with them. I was very cautious with them always, and very frightened for them. I didn't know what they could do" (Interview, July 4, 2000).

The creative abilities of the individual founders were significant factors that stimulated the formation of the U of Agers. It is clear in the quotation above that those individual founders were fully aware of needs of the senior gymnasts, which they provided with their creative abilities. Those individuals, without doubt, displayed amazing characteristic traits, abilities, and expertise in their efforts to form the U of Agers; nonetheless, they operated within favorable environmental conditions. The identified environmental influences, which stimulated and supported the creation of the expressive gymnastics organization for older adults, are reported in the next section.

Environment

The environmental conditions that favored the emergence of the U of Agers included the availability of volunteers and coaches, and the presence of athletes/ individuals committed to playing the sport. Other environmental conditions included

access to various sources of income, availability of equipment and facilities, influence of family members and peers, and the presence of the University of Alberta.

Availability of Volunteers

The availability of individuals who volunteered their time and energies to work for no remuneration during the formative years of the U of Agers Gymnastics Group was a stimulating factor in the emergence of the organization. The whole idea of forming such an organization was for members to personally improve and express themselves through organized gymnastics exercise as a sport. Therefore, the availability of individuals who were willing to give their time and energies for the benefit of others was an important condition that facilitated the emergence of the organization. That fact has been established under the individual sub-section in which it was reported that all those founders gave their time for no material or extrinsic reward. That self-giving was a very important factor that sustained the creation of the group.

Experienced Coaches

The availability of experienced coaches was another significant condition that stimulated the formation the U of Agers. The U of Agers was blessed with a number of individual coaches who were ready to share their gymnastics skills with beginners as well as older gymnasts through experienced coaching techniques. Though most of the members were from Europe and had some experience in gymnastics, there were others who had little or no experience. The experienced coaching technique adopted by the coaches that influenced the formation of the organization was evident in this quotation:

> "When I started the class…they were in their 40s. And I was very easy on them and they just enjoyed the way I worked them…" (interview, July 4, 2000)

The coaches realized that it was extremely important to adhere to strict safety rules and precautions when dealing with older adults in gymnastics training. It took coaches who had mastery over the gymnastics exercises to handle the old and new entrants senior gymnastics and form the U of Agers.

Presence of Athletes

The presence of athletes or individuals that were willing to continue playing a particular sport was an influential factor for the emergence of the expressive VSO. The presence of interested older adults, who were willing to join a gymnastics group, which was not intended for high skill performance but for fitness and fun, was a major condition that sustained the emergence and growth of the U of Agers. The initial coed group that went to Grande Prairie needed people to join the group and, thanks to the availability of senior gymnasts, the group succeeded in getting enough members for the adult games.

> "We tried to spread the word to other people… and we did get people to think of going to Grande Prairie and more of the original fitness class joined, and in the end we had about 12 people" (Interview, July 4, 2000).

The "Alive and Well" class was a good source of men and women who were readily available to form the U of Agers. The invitation to them yielded a positive response, which was a significant influence on the formation of the organization.

Sources of Income

Access to various sources of income within the environment was another influential and supportive environmental condition that triggered the emergence of the U of Agers. The operation of casinos, bingos, raffles and performance funds were used to support the formation of the organization at the early years. They needed an initial amount to keep the group going and to meet equipment and other needs of the young

group. It was made clear in the interviews that the U of Agers were not directly supported by either provincial or federal grants, but they did have access to other sources of income that kept the group going:

> "We were not funded at all. We had to fund ourselves and pay for everything. We didn't get very much from the government… Actually, we have gone around for grants. At least we've got a grant of a $1000 and we've bought mats. We organized garage sales, fund raising, bake sales, and when we performed demonstrations, usually, we were given donations and that helped us to keep going" (Interview, July 11, 2000).
>
> "Occasionally, we raised our own funds through donations, casinos, game funds, bingos, and raffles" (Interview, July 16, 2000).

Those monies were used to purchase the needed initial equipment that enhanced their training and performances. The availability and accessibility of those sources of income supported the creation attempt of the organizations as indicated above.

Equipment and facilities

The availability and accessibility of equipment and facilities within the environment was a major influential factor that facilitated the creation of the organization. Before the organization gained roots, the initial members had access to gymnastics facilities and equipment before they could establish their full interest and commitment to the organization. The facilities and equipment sustained the interest of the initial members at training and gave them the needed satisfaction. One founding member commented as follows:

> "I think that, probably, the most important influence of the environment by then was the availability of facilities. This was a decisive environmental factor, but the principal aspect was the availability of facilities somewhere within reachable distance"(Interview July 28, 2000).

The speaker did not give credit to the mere fact that facilities were available, but also to the fact that those facilities were within reasonable distance, which facilitated

accessibility. The facilities and equipment supported the group during the formative years until it fully emerged.

University of Alberta

The presence of the University of Alberta was equally an important environmental influence that stimulated the formation of the U of Agers. The university contributed in diverse ways to the emergence of the organization: it provided the initial members with space, equipment and facilities, as well as experienced coaches to help with the training programs. It was the university that started the fitness classes and programs for adults, which eventually resulted in the formation of the group. The initial core members of the U of Agers coed group were all members of the university's fitness classes. A founder expressed the usefulness of the university's presence to the creation of the U of Agers in the quotation below:

> "Initially, the university allowed me to use the facilities in the gym and did not oppose allowing these people to come into the gym and share in the university's program. The University could see that it was a good program because it made our physical education program available to every age. There was a mutual support from the university administration and from the Faculty of Physical Education" (Interview July 4, 2000).

The name tag "U of Agers", which was a word play on the University of Alberta was alone a motivating factor as members became associated with the university and enjoyed that sense of belonging and affiliation with the community's center of higher learning. The group continued to use the university's facilities and equipment for a very long time, which was a source of constant opportunity for them to practice and perform gymnastics. Most of the coaches were also lecturers from the university, while others were professors in various fields of study at the university. The presence of the university

was in no small way a significant environmental influence that stimulated the creation of the U of Agers.

Media

The media was another major influential factor in the formation of the U of Agers. The exposure obtained and the popularity attained by the seniors through the media was very encouraging. The group's performances, which were given front-page coverage, attracted the attention of the community. That popularity also attracted a good number of spectators who subsequently patronized their programs. Continued advertisements preceded their upcoming performances, which always pulled a good number of gymnastics lovers to their shows. One interviewee expressed total surprise at the media influence during the early years of the group:

> "When we did a show everything went very well and we were on television. We were interviewed a number of times by news media. The next morning, in the Edmonton Journal, we had a big color photograph on the front page of our members called "Age is no barrier". I looked at the photograph and that was amazing. I had coached so many top athletes in my life: Olympic athletes, national athletes, we never made the front page at the sports section, not even in a black and white photo, not the front page of the Journal in color. The seniors that were part of that were flabbergasted because they didn't see themselves as athletes who were doing anything very important" (Interview, July 4, 2000).

The media influence was strong enough to put these older adults in the limelight in terms of popularity and attainment of self-esteem, which gave them an opportunity to continue expressing themselves through gymnastics performances. The seniors were motivated by the society's acceptance of older adult gymnastics and that influenced their commitment and involvement with the group. The interviews with the group were given space in the print media and on television. As the adults saw themselves in that big

picture, they considered themselves important in the eyes of the community and that gave them the needed motivation, which sustained the formation of the gymnastics group.

Presence of Other Organizations

Another environmental factor that had an impact on the formation of the U of Agers was the presence of other organizations. The initial core group of the men had no access to facilities and equipment at the outset. Had it not been for the presence of the YMCA, the inception of the (all male) U of Agers might not have been possible or might have been delayed. The founder continued to search until he had access to the YMCA's facilities and equipment and that was a significant influence on the formation of the organization

> "At that time, believe me or not, the university did not have a gymnastics group, so I started out with the YMCA in 1961" (Interview, July 28, 2000).

Personal Environment

Other personal environmental factors that were instrumental in the creation of the U of Agers were family and peer influences. Family members who were interested in and performed gymnastics as a sport influenced other family members to join the U of Agers gymnastics group. A son's influence on his father to join the organization was made clear in the quotation below:

> "In 1978... my younger son was a member of the Bears gymnastics team... I was interested in what he was doing. He wanted to know why I didn't want to try it? I said no because I was 57 years old. He said we have the head coach and two other gentlemen you can join to workout. ... And I started to workout with them in the gym... and a couple of more gentlemen joined us. It was my own son who granted me the permission to come into the gym and introduced me to those fellows" (Interview, July 21, 2000).

The son's influence was strong enough to get his father to join the group. The boy was himself a gymnast which was another important factor that influenced his father's attitude and love for gymnastics. Others influenced their friends and peers to join the group at the initial stages of the formative years, which went a long way to sustain the emergence of the group.

Canadians Attitude towards Adult Gymnastics

Another important influential factor that stimulated the formation of the U of Agers was the attitude of Canadians towards older adult gymnastics in general and the cultural background of the people of Edmonton in terms of older adult gymnastics in particular. The performances of the initial senior members were given unprecedented recognition and attention as that happened to be uncommon among Canadians in the early 1980s. Such recognition was a moral booster to the seniors that sustained their interest to carry on with their gymnastics activities: The quotation below gives clear evidence to the attitude of Canadians to adult gymnastics as a major influence to the formation of the U of Agers:

> "In 1986, in Edmonton, doing gymnastics and being an older person was like news worthy… I was shaking my head, I didn't understand that… Their performance was not extraordinary in anyway, but because they were older adults, people were interested and they were famous. Not because they were good, they were not good. That really hammered home for me the importance of how people have stereotyped the older people" (Interview, July 4, 2000).

This resulted in the over-coverage of their performances by the media, which made them very proud and popular among the lovers of the sport throughout Canada.

Though the environmental factors were stimulating enough for the formation of the organization, the actual creation and the emergence of the group went through a

systematic process before the organization came to stay. The activities that characterized the formation process are presented in the following sub-section.

Process

The process through which the U of Agers emerged was characterized by initial meetings, initiation of membership activities, putting in place criteria for recruiting members, raising funds and building partnerships with other groups. These activities were carried out in both formal and informal manners. The activities were performed with all the initial members taking an active part in the organization's programs with the aim of sustaining their creation and realizing their goal.

Meetings

Initial meetings of members in the case of the (all male) U of Agers were in the form of informal general meetings where members met to train together and to discuss issues pertaining to the formation of the group. Thus, the (all male) U of Agers emerged through the process of informal frequent meetings, which were part of their training sessions.

> "We were meeting occasionally to discuss where to train, and where to get access to equipment. We continued to meet frequently for training purposes as well and that was how we got started" (Interview, July 28, 2000).

The determination of the group members to continue meeting and co-operating with other members of the group was an important factor. The U of Agers coed group and the Dynamos had their meetings as part of their general fitness class and training activities, where concerns were raised and issues were discussed to formulate policies based on consensus of members' desires.

> " There were meetings with the initial members. We met to decide where we were going to workout. We had meetings once a month and if anyone had good ideas, how to make money, that was where we discussed issues. We got together and decided on what we wanted to do… " (Interview, July 11, 2000).

Membership Drive

The creation process continued with the initiation of membership activities, which included the exposure of the group to the general public through performances, and talking to and accepting other older gymnasts who were interested in joining the group. The group soon attracted many older adults who either had some gymnastics background or were completely new to the sport. Their ambition to get others to join them was expressed by one interviewee in the words below:

> "We wanted people to see that even though one was not eighteen, he or she could still be a gymnast and carry on. A lot of people were stopping at eighteen and, for us, age was no barrier…" (Interview, July 11, 2000).

The process of recruiting members into the (all male) U of Agers core group was based on the criteria of being over forty years and having signs of being an adult. As noted above, becoming a member of the group was restricted to the following conditions:

> "Prospective members were to be over 40 either in girdle or in number of years" (Interview, July 28, 2000).

Fund Raising

Initial fund raising activities formed part of the process prior to the emergence of the U of Agers. The activities were in the form of soliciting funds from the community to settle some of their bills incurred during performances. The initial members of the group started by paying from their own sources but, as the group started to gain roots, their expenses grew bigger. The words below explained how they raised monies:

> "We have done a lot of fund raising. As time went on the group got quite big… we paid the facility fee, rental or building usage fee… they did not charge the

> community but they did invite an honorarium to offset gasoline, parking, and uniforms. They tried to gather money as they did the shows. At times they got $50, $75, $100 for their performance and that went into their little account as fund raising" (Interviews July 4, 2000).

Partnerships

The process of emerging continued with the group building partnerships with other sports groups. This procedure confirmed the formation of the organization as it belonged to other established groups where information and ideas were sought and shared. That was a major factor that sustained the formation of the group as they moved toward the maturity stage of the creation process. One founder commented as follows:

> "The U of Agers coed group as they matured partnered the other university sports clubs … They attended campus recreation meetings mostly for information and they established formal partnership with the gymnastics federation of Alberta" (Interview July 4, 2000).

The U of Agers went through those processes and attained the status of an organized gymnastics group for older adults. There were some other complementary influential factors that were important to the formation of the U of Agers. Those other factors are given below.

Other Factors

Cultural Influence

The individual founders of the U of Agers were mostly influenced by their gymnastics culture, which was part of their daily lifestyles. The cultural influence was strong enough to transcend the boundaries of environment and new cultures to the point that founders became insensitive to lack of equipment and facilities for practice. Most of the initial members had early exposure to gymnastics as part of their training during school days and, when they immigrated to Edmonton, they were looking for an

opportunity to maintain that gymnastics culture. The U of Agers is made up mainly of gymnasts originally from Europe. The quotation below confirms the cultural influence on the formation of the U of Agers:

> "That was part of his environment and culture he brought with him to Edmonton. In Europe, all over the western part of Europe and even into Russia, gymnastics is the central core of movement for sports. So, if one were in Germany, England, Russia, as a young child the person would have received gymnastics as part of the European culture… When Joe came from Hungary, he brought gymnastics as part of his culture. It is interesting, if you look at the U of Agers' complement, many of them are from Europe. They have the culture of gymnastics inside themselves" (Interview, July 4, 2000).

The individuals looked everywhere for a possible opportunity to sustain their gymnastics culture, which sooner or later attracted new gymnasts to get addicted to the sport. The commitment of the European immigrants who came to Edmonton to continue observing their gymnastics cultures and to preserve it influenced the creation of the U of Agers.

Need for Social Recognition and Achievement

The individuals need for social recognition and achievement was yet another factor that influenced the formation of the U of Agers. After recognizing the potential to perform gymnastics at the age of 50 and above, the individual gymnasts and their handlers became conscious of achieving some feet for social recognition. They wanted to be famous, achieve social recognition and move forward in life despite their old age. This is how a founder comments:

> "Everybody knew about us. We had good name in Edmonton and throughout. We went to places and people recognized us... We wanted to prove that we could go upward and achieve something. We wanted to go higher…" (Interview, July 11, 2000).

The group being the first and only North American gymnastics group for older adults was in itself an achievement worthy of recognition and that stimulated the emergence of the organization.

Teamwork

The ability of the individual founders to work harmoniously together with others towards the realization of a common objective was an important factor that facilitated the creation of the U of Agers. The individuals who were involved with the initial stages of the group had to cope with other members and join hands to forge ahead for a common goal and to pursue a common interest. Together they contributed, accepted new ideas and took suggestions from other members, which indicated a positive teamwork spirit that influenced the creation of the organization. An interviewee made the following comment on the initial teamwork spirit that got them started:

> "We started out… it was Kiddy and myself and those three people who were interested. We tried to spread the word to other people and particularly drew on the men's group" (Interview, July 4, 2000).

They continued to work together to get the group off the ground and maintained their spirit of teamwork until the big performance at Grande Prairie, which saw the emergence of the group. Teamwork at the initial formative stages played a decisive role as each member of the group cooperated and supported the combined effort.

Participants' Interest in Adult Gymnastics

The commitment, dedication and interest of the older adults to maintain their fitness level at the ages of 60s and 70s significantly influenced the formation of the organization. Their interest and determination to get going with the organization formation was clear in these words:

> "They could hang on the high bar on their own and they wanted to exercise on it. They were so interested and committed to gymnastics even at their old age. It was clear that they were very interested in some activities in the gymnastics side" (Interview, July 4, 2000).

Getting that interested in the gymnastics activities sustained their involvement with the organization. The histories confirm that most of these seniors had no experience in performing gymnastics but their determination to hold on to the training sessions and to perform at gatherings was an important factor that stimulated the formation and growth of the group.

Age and Health Concerns

Again, age was another strong influence that promoted and sustained the formation of the U of Agers gymnastics group. At an average age of about 70, people became more concerned about aging processes and look for possible and alternative means of encouraging healthy aging. The members felt that aging as a process could not be halted but they could promote healthy aging. This was seen as an opportunity for most of the initial members of the group to achieve healthy aging through consistent participation in adult fitness programs. One of the founding individuals commented as follows:

> "I had an opportunity to keep myself in very good condition because I was traveling around in a car all the time and I got 'out of shape'. I was in good shape as a kid because as a kid, 14 - 15 years old, I worked on dairy farms and looked after cows… After I went through the World War II, I started to travel and I got 'out of shape' pretty badly. So, that was a great opportunity for me to get back in shape" (Interview, July 21, 2000).

The health concerns of the seniors influenced the intentions of the older adults to join gymnastics, which sustained the formation of the group. It is worth noting that most of these seniors after taking part in the fitness activities for a considerable length of time improved on their fitness levels, which gave them the positive indication to go ahead. The

significant improvement in fitness after some period at the formative years was presented in the following words:

> "I started the class (50 and Getting Better) in September, 1985 and by December of the same year, I conducted a dancing fitness test with the older adults. Although, they were in their 60s they had the fitness level of 40-year-olds" (Interview, July 4, 2000).

The healthy aging concerns, to a greater extent, influenced the older adults to get involved with the formation of the organization. They became convinced that adult gymnastics could yield positive results towards healthy aging and other health concerns, which was a significant influence for the formation of the U of Agers.

To sum up, the U of Agers, as an expressive VSO, was influenced by several conditions such as the individual(s) and their characteristics, the favorable environmental conditions that were prevailing during the creation period, the process through which the formation occurred, and the type of organization that was envisioned. Other factors such as healthy aging concerns and the need to break stereotypes influenced the creation of the U of Agers.

Case B - The Alberta Cerebral Palsy Sports Association, Edmonton Section (Advocacy VSO)

History

The Alberta Cerebral Palsy Sport Association, Edmonton Section, [ACPSA (ES)] was founded in 1984. It separated from the Cerebral Palsy Association (CPA) of Alberta, which was a provincial body that catered for the needs of people with cerebral palsy (CP). The CPA did have a component in its policies and programs that focused on developing and meeting the recreational and sports needs of member athletes with CP;

nonetheless, the programs fell short of competitive sports. Some individual members saw the recreational programs of the CPA as inadequate in terms of providing equal access for athletes with CP to engage in competitive sports. They argued that the programs and recreational policies of the CPA relegated elite sport and competitive sport to the background and that the sports needs of athletes with CP were neither provided for nor promoted by the organization.

There was, therefore, the need for the creation of the ACPSA (ES) to cater to the sports needs of those members focused on elite and competitive sports. The founding members emphasized the introduction of sports to athletes with CP and the acquisition of sports skills to the level of world class champions or paralympic club athletes. The ACPSA (ES) was, thus, created as an advocacy organization to deal with parents who had children with CP. The focus of the organization was on meeting parents' needs with respect to supporting their children with CP through active participation in competitive sports.

The creation of the ACPSA (ES) was spearheaded by a group of individuals who were mostly physiotherapists by profession. CP athletes who were anxious to take part in competitive sports supported the intention of the founders. The physiotherapists influenced the creation of the association based on their understanding that disability sports was a form of therapy for people with CP. According to them, disabled sports had an element of rehabilitation to them and it was a positive way of integrating the members of the association into the larger society. They maintained that disabled sport organization was a movement towards overcoming individuals' obvious limitations and creating opportunities for excellence at the same time.

The creation efforts of the founding members were influenced by the philosophical argument that athletes with CP had to fight for recognition, even amongst the disabled sport groups, for their rightful place at the national level. They also had a strong drive to integrate their sporting programs into the able-bodied system, which to them posed the biggest challenge. They continued to forge ahead, despite the difficulties, and drew inspiration from the fact that Canadians appreciated and very much supported sports for athletes with disabilities and for athletes with CP in particular. The city of Edmonton was equally influential in the creation of the organization in terms of supporting individuals with disabilities and providing opportunities to meet their sports needs, not to mention ensuring accessibility for all individuals to recreational facilities.

Recruitment of initial members of the association started from the hospitals during patients' rehabilitation period. The physiotherapists knew about the CPA of Alberta and as they referred their patients to the CPA, the patients were in turn introduced to the ACPSA (ES). Furthermore, most people from re-counseling centers in Edmonton had access to the organization through the coaches who used to work there with the physiotherapists and were aware of the organization; those coaches sent names to the founders for recruitment. The association created partnerships with existing organizations that were more inclined to disabled sports and that tried to provide sport opportunities for all disabilities with a focus on the younger individual.

As time progressed, training methods improved and the association became less rehabilitative and more sport minded. Experienced coaches gave their time and support to the organization. They got involved with the training programs of the association, and dedicated their time and expertise to the development of athletes with CP as competitive

disabled sports became much more focused. Volunteers who were sports inclined were attracted and, in turn, influenced the emergence of the organization by helping to meet the needs of CP athletes. The organization was gradually moving from a rehabilitative mode to a much more elite, competitive, committed type of athletic endeavor and sport organization. The organization, again, went from recreational to intensively competitive sport minded and became an association under the society's act of Alberta in 1984 (Interviews, July 2000; Review of related organizational documents).

Analysis

The results of the analysis indicated that several factors were significant influences that were pertinent to the formation of the ACPSA (ES). The detailed results of each of the identified variables are recorded and presented in the next section. The results suggest that each of the factors was influential enough and, together, they stimulated and sustained the emergence and growth of the organization.

Type of Organization

The review of the literature indicated that instrumental/advocacy VSOs are formed primarily not to provide activities for its members as an end in itself, but to serve as social influence organizations designed to maintain or create some normative conditions or change (Slack, 1985). Such VSOs exist to champion the cause of some group of individuals, to agitate for their right or to make their voice heard on a particular issue affecting either the group or the general society. The main concern and objective of instrumental VSOs is to effect a change in a situation that prevails within their environment, which affects directly or indirectly the interests of a particular group of

persons. Such changes can be immediate while others require years of struggle and uncertainty to resolve.

The ACPSA (ES), which was formed to advocate for the rights of athletes with CP in the participation of organized competitive disabled sports in Edmonton, is a good example of an advocacy VSO. The association among other things was formed to agitate for the elite development of CP athletes and also to seek ways of integrating them into the mainstream of able body sports. The organization was based on the needs of CP athletes, which were not provided for by the provincial Cerebral Palsy Association. One major way they thought they could be heard and provided with opportunities to fully participate in competitive sports at the highest level possible was to come together and create a common voice to press their demands and to articulate their sports needs. This was a significant factor that brought the organization into being. The need for one voice to agitate for their rightful sports participation was evident in the quotation below:

> "It is a provincial association. It was founded in 1984 and it separated from the Cerebral Palsy Association in Alberta, which was another provincial body. The CP associations had a component of their program which was recreational based, but the founders of ACPSA (ES) felt that there was nothing in terms of competitive sports... Elite sport or competitive sport was not provided through the organization itself. So, they separated from the other associations and created the ACPSA (ES) which had its stronger focus on elite and competitive sport" (Interviews, July 18, 2000).

Furthermore, the ACPSA (ES) was bent on integrating the CP athletes into the larger social group which, psychologically, was to make them wholly acceptable. Those psychological and social needs of athletes with CP were significant influences for the creation of the organization. The organization was instrumental in helping parents of children with CP to fight for their wards' participation and elite development in sports as well as their total acceptance into the larger community. The instrumental nature of the

group won the support of parents and the Edmonton community for disabled sports for CP athletes. One interviewee commented on the type of organization and its influence on the emergence of the association in the quotation below:

> "It is more of an advocacy organization that deals with parents with CP children... Certainly, athletes with CP had to fight for recognition, even amongst the disability sport groups, for their rightful place at the national level. We had to put CP athletes in the big picture. Sports for people with disabilities was segregated from the able bodied sport system and that posed a lot of challenges... But, I would say that for the most part, Canadians appreciated and supported sports for athletes with disability and for athletes with CP" (Interview, July 4, 2000).

It was evident from the historical account that the type of organization, which was believed to be at the forefront in agitating for the sports and social needs of a particular group of persons with disabilities, in no small way influenced the formation of the organization. The CP athletes were themselves involved and called for their full participation in sporting activities. The call won the sympathy of many individuals who threw their weight behind the group and assisted in diverse ways to ensure its formation and development. The individuals who spearheaded the formation of the organization were mostly involved with disabled persons in different ways. The characteristics of those individuals, which were pertinent to the formation of the organization, are presented below.

Individual

The individuals who were involved with the formation of the ACPSA (ES) were dependent on their occupation and work experience, their expertise as trainers and coaches, and their sense of dedication and commitment to the development of competitive elite sports amongst athletes with CP. Apart from the above factors, the individuals' volunteering spirit went a long way in complementing their personal traits

and effort, which they demonstrated to help with the creation of the organization. Details of the individual characteristics that were significant in the creation of the organization are presented below.

Characteristic 1: Work Experience

Most of the founding members of the ACPSA (ES) were physiotherapist by profession and their involvement with rehabilitation programs for CP patients had a tremendous influence on them wanting to help with the development of disabled sports, which to them was an alternative way of rehabilitating the patients. Commenting on the background characteristics of the individuals involved with the creation of the organization, an interviewee said:

> "In terms of their training most of them were physiotherapists. I think their profession actually had influence on the creation of the association… Disability sports have an element of rehabilitation that goes with it. In the past, it was very natural for physiotherapists or doctors to be very much part of the creation of disability sports organizations" (Interview, July 18, 2000).

Those individuals, some of whom were working with sports clubs, had the philosophy of rehabilitation and integration of athletes with CP into the greater society through active participation in competitive sports. They became committed to getting athletes with CP out of their doldrums, which to the founding members, was part of their therapy for individual athletes with CP. The founding fathers, therefore, saw the need to fully support the formation of the organization, which was a major influence that stimulated the creation idea and sustained the ACPSA (ES) during the formative years:

> "The founding fathers were people who were working all over the place as physiotherapists, rehabilitating officers, occupational therapists and administrators. Robert was a rehabilitation officer and I guess, in his work he came across people who needed this association…There were others who were occupational therapists and there again, people who had to do with people who were in wheelchairs" (Interview, July 4, 2000).

It is clear from the above evidence that the ACPSA (ES) emerged, in part, due to the significant support the organization enjoyed during its the formative years from individuals who worked and were involved with people with CP who wanted recognition in the society through participation in sports. Such support, as demonstrated by the founding fathers of the ACPSA (ES), was effective and strong enough to press home the needs of a segregated group in the society, in terms of sports, which stimulated the formation of the organization.

Characteristic 2: Expertise

The expertise of the individuals who spearheaded the creation of the ACPSA (ES) as coaches and trainers was another important factor for the successful emergence of the organization. The founding members drew upon their coaching and training expertise to handle the CP athletes and to prepare them adequately for their competitive participation in organized disabled sports. They had the required expertise to train the CP athletes who aimed not only at active participation in competitive disabled sports, but also at elite levels of sport performance. Out of their coaching and training expertise, the individual founders were successful in dealing with the CP athletes with various disabilities in the face of developing their sports capabilities, which was significant in the formation of the organization. They provided the required special attention and coaching that was important in the developmental stages of CP athletes and that had significant influence on the formation and development of the organization. A clear indication of the expertise of the founding members, which was a major factor in the creation of the organization, can be found in the words below:

> "We had access to a lot of things not only to the facilities but to the expertise of trainers and coaches who had an adapted physical education background" (Interview, July 4, 2000).

It was clearly evident throughout the interviews that the individual founders, to some extent, had better understanding of disabled sport and had expertise in that discipline in terms of coaching and training athletes with various disabilities. This contributed immensely to the emergence of the organization. They were fully aware of what the needs of athletes with CP were, with regards to equipment and facilities, and what it meant for them to develop their sporting skills and talents.

Characteristics 3: Dedication and Commitment

The dedication and commitment of the individuals who were involved with the formation of the association were other influential factors worthy of mention. The individuals demonstrated a sense of commitment and dedication, which sustained the creation idea and pressed for the sports needs of athletes with CP. That sense of commitment and dedication to the development of disabled sports for CP athletes was a significant influential factor in the creation of the organization. That characteristic was clearly evident and was repeatedly mentioned throughout the interview conversations:

> "A group of dedicated individuals recognized how such activities could contribute to the quality of life and the wellbeing of those persons with physical disability and CP" (Interview, July 18, 2000).

That realization further boosted their dedication and commitment to help such persons out with their involvement through the formation of the ACPSA (ES). The individuals championed the cause of equal rights in sports participation for athletes with CP with the background intention of promoting the wellbeing of the participants.

Characteristic 4: Voluntarism

One of the most important individual factors that stimulated and promoted the formation of the ACPSA (ES) was the volunteering spirits of the individual founders. The coaches, the trainers, and the rehabilitation officers put in a lot of volunteer hours to achieve their aim of developing disabled sports for CP athletes. It was clear in the interview responses that the volunteering spirit of the founders was a major influential factor that stimulated the creation of the organization:

> "We had a lot of volunteers because we couldn't have survived without the volunteers. We only had 16 hours a week for the few hired staff; most of our staff were volunteers. Our coaches were all volunteers. Volunteers mostly did services as well as any other events or programs we put together. Thus, we couldn't have functioned without the volunteers" (Interview, July 4, 2000).

In another response an interviewee further commented on how the presence of the volunteers was instrumental in the formation of the organization. Though the founders were working in their professional capacities, they contributed their quota in the spirit of volunteerism. The quotation below gave further evidence of the place of voluntarism in the creation of the organization:

> "These people were doing their job as occupational therapists, but their interest in the association was purely voluntary. A lot of our coaches in the beginning were occupational therapists or physiotherapists but they did it all as volunteers" (Interview, July 18, 2000).

For the ACPSA (ES) to successfully emerge, the availability of volunteers to give their precious time and energies was an important factor in the organization's history. Individuals who demonstrated selfless interest and ambition were prepared to work above themselves for the success of the organization, which was in the spirit of voluntarism. Their contribution in the field of voluntary work went a long way to influence the emergence and the growth of the organization.

Environment

The founders had to function within favorable environmental conditions to realize the emergence of the ACPSA (ES). Such environmental conditions were favorable and supportive factors that complemented the efforts of the volunteers. The situational environmental influences worthy of presentation were as follows.

Availability of Grants

Grants were made available by the provincial government to cover the cost of initial activities that the association undertook during the early formative years. This financial support helped to establish the association on firm ground with regards to meeting some of the initial financial commitments. Such grants were disbursed in making payments for the expensive equipment for disabled sports, without which the training of the disabled athletes would not have been possible. It was evident throughout the interviews that the availability of grants played a significant role in the creation of the organization:

> "For a long time there was all kinds of government grants supporting the association. Then gradually, there was integration of sports in so many areas and with time everything changed… Any provincial grants, generally speaking, went to the provincial body. But we were getting a very small part of our overall budget from the city every year…" (Interviews, July 18, 2000).

The effect of the grants on the creation of the organization has been explicitly expressed and the challenge it poses today indicates its significance in the formative years of the association. The environment was supportive and favorable as the founders had access to those grants, which they mostly needed during the early years of the organization. An interviewee commented further on grants:

> "They gave us the financial means that supported us to run our programs. Certainly, back in 1984, there was a lot of money in this province for those types of organizations to be created…" (Interviews, July 4, 2000).

As the grants from government sources began to shrink, the organization had access to other forms of grants from different sources, which was a good supplement to support the emerging organization. The importance of the those grants from other sources was evident:

> "As years went by, as opportunities and services continued to expand, and funding sources from government began to shrink. Occasionally, there were other opportunities to apply for grants for equipment to different organizations. Usually, those were for specific projects not an ongoing program but a specific project that we needed equipment for developing" (Interviews, July 18, 2000).

Community support

The support of the community, which the association enjoyed during its inception, was another environmental factor that stimulated the creation of the association. The founding fathers were fortunate to find themselves working in a community that supported disabled sport development and had CP athletes at heart. Had the community frowned on the emergence of the association, the chances for its successful formation would have been slim. Individuals in the community rallied behind the idea of competitive sports for athletes with CP and were committed to developing and integrating CP athletes into the larger community as a whole. The city of Edmonton and Canadians in general appreciated sports for athletes with CP and disability sports in general. The community support for the formation of the organization was clearly expressed in the quotation below:

> "I would say that Canadians appreciated and supported sports for athletes with disability and for athletes with CP… our city was also in support of disabled sports" (Interviews, July 4, 2000).

That community support allowed parents of children with CP to encourage their wards to register as members of the association. Individual members of the community were at the forefront to recommend the association to children with CP and this was a strong influential factor that sustained the creation of the association.

Presence of the University of Alberta

Another factor that was pertinent to the creation of the ACPSA (ES) was the presence of the University of Alberta. The university was influential in terms of providing the association with the required information on disabled sports through the adapted physical education programs it offered. The university also attracted many people across Canada and other parts of the world that came to pursue different courses in the area of disabled sports and eventually became interested in the association. Some of these individuals functioned as coaches, trainers and support staff in various disciplines, which benefited the association during its emergence. The university's presence was beneficial in the creation of the organization during the formative period:

> "We were fortunate in Edmonton to be so close to the University of Alberta, which for a long period of time was one of the only two places in Canada that had adapted sport or physical education program in the faculty of physical education. That benefited us in a big way. We had many people who were working at the university and at the re-counseling center located in Edmonton. The adapted physical education program brought prominent individuals to the University of Alberta… we benefited in terms of their expertise and studies" (Interview, July 4, 2000).

The university provided resource personnel through its programs and they played important roles in the formation of the ACPSA (ES). The knowledge in the discipline of disabled sports was enhanced and made available through the university's programs, which in no small way benefited the athletes with CP.

Availability of Equipment and Facilities

The availability of equipment and facilities was yet another important environmental factor in the creation of the ACPSA (ES). Due to the unique nature of disabled sports in general and sports for athletes with CP in particular, the availability of certain kinds of equipment and facilities was necessary to support the formation of the association. Here again the University of Alberta was prominent in supporting the association with facilities and equipment.

> "We had access to a lot of things, not only to the facilities and equipment at the university, but to the expertise of the trainers who had an adapted physical education background" (Interview, July 18, 2000).

The equipment and facilities were not merely available but there were experts who helped the young CP athletes to put the equipment and facilities to proper use. As reported earlier, the founding members ensured that the equipment and the facilities were used to enhance the development of disabled sports in general and to meet the elite development as well as the competitive needs of the CP athletes. The availability of facilities and equipment greatly influenced the creation of the organization as they provide the athletes with the means for training and grounds for competition.

Access to Resource Centers and Information

Access to resource centers was another influential factor that helped the emergence of the ACPSA (ES). The association was indeed fortunate to have access to those centers for assistance, direction, information and recruitment of members at the formative stages. The centers were operated by qualified resource persons who made available their knowledge and served as information database for the association to feed on. The presence of those resource centers and how they influenced and supported the

creation of the organization was a subject of comment, which was evident in the quotation below:

> "In Edmonton we had access to re-counseling centers, which were very accessible to our athletes who were the primary focus for a long time… they used to be called the 'researching training centers for individuals with physical disabilities'" (Interview, July 4, 2000).

The resource centers provided useful information on CP athletes and encouraged parents with such children to register them with the organization. The centers were helpful in the creation of the organization as they provided direction, counseling and information to both the founders and the members of the organization as well as the entire community. The usefulness of the presence of a re-counseling center in Edmonton and the information it provided that facilitated the creation of the organization was quite evident:

> "We had places like the re-counseling center in terms of getting information to them or they getting information to us" (Interview, July 18, 2000).

That free flow of information between the ACPSA (ES) and the re-counseling center was a significant factor for the successful emergence of the organization.

Media Influence

The media was another important environmental influence, which stimulated the creation of the ACPSA (ES). The media sold the organization to the general public by covering its initial activities and programs. It also provided news items that threw more light on the organization and what it stood for. There were meetings and series of interviews involving the founders and the press to express concern for the development of disabled sports and to support the development of athletes with CP, which the organization was attempting to achieve. The media gave wide coverage to the

organization and that influenced its formation as such news items made the organization more popular:

> "The media had an impact because they were associated with our track and field events. People saw our programs in the newspapers and that helped children with CP to make contact with us in the beginning. To say to what degree the media influenced the creation of the organization, I don't know if we can put a number to that. I think the media created the awareness and it helped when we started looking for money or sponsorship for some of our athletes… the media definitely played a role" (Interview, July 4, 2000).

That awareness of the organization created by the media was a major influence, which won the support of many citizens of Edmonton to back the formation of the organization.

Access to Various Sources of Money

Apart from sponsorship money for athletes, the organization had access to other sources of income, which sustained the emergence and growth of the organization. The organization needed initial funds to operate its programs and to meet the equipment needs of the organization, which was seen as a challenge to the emergence and growth of the association. The environment provided various opportunities that the group exploited to their advantage and were able to meet required funds for their budget. In the beginning, the organization was involved in fund raising activities, which saw it operating bingos and casinos for money to supplement the inadequate provincial grants. The environment provided the opportunity for voluntary organizations to have access to those kinds of money, which was a significant influence that stimulated the creation of the ACPSA (ES). How the access to those sources of income impacted the emergence of the organization was recorded in these words:

> "We were able to access other dollars, for instance we got money from casinos. In Alberta, casino dollars, bingo dollars can go to nonprofit organizations. We

> were successful in getting our casino, which we had every 18 months" (Interview, July 18, 2000).

Access to those monies ensured periodic income to finance the activities of the organization, which sustained its emergence and growth.

Booming Economy

Besides the various sources of income reported as major influential factors to the creation of the other organization, there was a booming economy in Alberta at the time of the organization's emergence. The economy in the early 1980s was flourishing, which gave support to the creation of the organization. Many people were moving across Canada to Alberta, and that brought many individuals into the province who ended up getting involved with the formation activities of the organization and assisting both in kind or cash to develop the association. Monies were in the pockets of individuals and they saw the need to support the emergence of the group. The government had the dollars to spend on such organizations within the period due to the booming economy at the time of the formation:

> "We came from a very affluent province in terms of oil and gasoline... In the 80s, there was a lot more dollars, so the government was giving them very freely. They decided to cut back grants because we over-spent our money and getting grants became more competitive. The economic climate has definitely changed in a very big way from the creation period; from 1984 till now, in the last 15 years" (Interview, July 4, 2000).

The economic influence was an important factor that helped the organization to have access to government grants as well as individuals' contributions that sustained the formation attempt.

Favorable Governmental Policy

The provincial government's policy on disabled persons in general, which favored the creation of the organization during the formative years, was another major environmental factor worthy of reporting. The government in its policies made provision for the needs of individuals with disabilities in the province, which gave strong backing to the formation of the ACPSA (ES). The political climate at the time of creation of the organization was such that the government had the concerns of disabled persons at heart, and was prepared to support and meet the demands of the CP athletes. The favorable governmental policies that favored the formation of the organization was expressed as follows:

> "In terms of knowing the needs of individuals with disabilities… the province had a mandate to keep things accessible to all individuals and citizens of the city and that included recreation facilities… they had somebody devoted to that aspect. We were fortunate in this city, I cannot say that was true for every center" (Interview, July 4, 2000).

The founding fathers in the city of Edmonton were indeed fortunate to have taken advantage of the favorable governmental policy on the needs of disabled individuals to fight for the sports development of CP athletes, which gave birth to the ACPSA (ES).

Availability of Volunteers and Coaches

The influence that the availability of volunteers and coaches had on the creation of the ACPSA (ES) has been mostly recorded under the volunteering spirit of the individual founders. The environment provided a lot of volunteers in their working capacities as coaches and trainers and that stimulated the creation of the organization. The following quotation supports the fact that the presence of those volunteers was a big factor in the successful emergence of the organization.

> "Since the beginning and over the years so many volunteers and athletes have contributed. We had a lot of volunteers because we couldn't have functioned without the volunteers..." (Interview, July 4, 2000).

The culture of voluntarism among the Albertans had a significant influence on the formation of the organization. Many people such as the founding fathers supported the creation of the organization out of their volunteering ambitions. They offered their services without remuneration of any kind, which served as the backbone of the organization in the formative years (refer to voluntarism under individual characteristics).

Presence of Athletes with CP

Another important environmental influence that stimulated the creation of the ACPSA (ES) was the presence of individual athletes with CP. Those individuals were the initial core members that the founding fathers tried to organize from the beginning of the organization. The organization got started due to the concerns of the CP athletes and the need to develop their sports talents. Again, the CP athletes were calling for active and competitive participation in disabled sports. Their presence in the Edmonton community was a significant situational influence that triggered the formation of the organization. That fact was evident in the words below:

> "In the early 1980s, athletes with CP were coming in from across Canada to train at the university of Alberta, and there were couple of athletes that were involved in that" (Interview, July 18, 2000).

The presence of those athletes called for their development, active participation, and competitive right in disabled sports, hence the formation of the ACPSA (ES). The formation of the organization went through a systematic procedure of activities, which made the creation possible. The process through which the organization emerged is reported in the next sub-section.

Process

The ACPSA (ES) went through a number of activities before its emergence. The creation process was a long one with several initial meetings, membership drive activities, hiring of support staff, recruiting volunteers, building partnerships and establishing affiliations with broader organizations. There were other initial activities such as raising funds for operation of programs at the start of the organization.

It was realized that though the various activities during the process of emergence were not systematically laid down principles, which the founders followed to form the organization, they occurred as the formation of the organization unfolded. Each of the activities occurred at a different stage of the creation process, which together contributed to the formation of the organization. Detailed evidence of the activities performed at the initial stages of the organization, which were major influential factors, is presented below.

Initial meetings

The founding members had a series of initial meetings to decide on a number of issues that directly affected the creation of the organization. There were times they met with government officials to consider issues as part of the creation process. The initial meetings were important steps towards the realization of the organization and that has been expressed in the following words:

> "The organization itself became an association under the society's act of Alberta in 1984. The founding fathers met with individuals in the government to take decisions that affected the creation of the association. They had to come out with what the nature was supposed to be, what the board structure was going to look like, whether there was going to be a working board or a policy board" (Interview, July 4, 2000).

They met to decide on the nature of the organization and tried to outline the principles and policies that were pertinent to the operation and administration of the organization, which determined the kind of organization they wanted. The initial meetings cleared all outstanding issues that threatened the successful emergence of the organization.

Fund Raising Activities

The organization initially engaged in fund raising activities as part of the creation process. Those moneys were accessed through various means such as bingos, casinos, and garage sales. The fund raising activities were an integral part of the entire formation process, which sustained the creation idea by providing supplementary monies to complement the insufficient government grants. The importance of the fund raising and its impact on the formation of the organization was evident in the quotation below:

> "And occasionally, they raised their own funds through donations, casinos, game funds, bingos, and raffles. They did a lot of fund raising in support of the organization..." (Interviews, July 18, 2000).

The fund raising as part of the formation process occurred in several forms that widened the scope by which the members could access a lot more funds to support the emerging organization.

Membership Drive Activities

Another important process through which the organization emerged was the membership drive campaigns. The founding fathers together with the coaches and parents undertook membership drive activities for the support of the organization. They got the message concerning the need for the formation of the ACPSA (ES) out to the general public and persuaded others with children with CP to consider registering them as

members. They got the message to the re-counseling centers, hospitals and rehabilitation centers to get others involved:

> "In the past, we had access to people from places like the re-counseling center because we had coaches who used to work there and physiotherapists were well aware of the association and they were sending names to us to recruit them" (Interview, July 4, 2000).

It was evident that recruitment activities for membership initiation were a bit of a challenge to the organization at the beginning. The founding members had to work hard on getting a lot more people to join the organization. The quotation below points to that fact:

> "Recruitment has been one of our biggest challenges even to this day. We had to contact new members at the rehabilitation stage when they were at the hospitals. The physiotherapists knew about our sport association or other CP associations in Alberta and they introduced their patients to the associations" (Interview, July 4, 2000).

The process through which members were recruited or reached was cumbersome, but the founding fathers were always prepared to work for new members to join the group and that was significant part of the organization's emergence:

> "The founding fathers were people who were working all over the place as physiotherapists, rehabilitation officers, occupational therapists, and administrators. So, when they came into contact with people with physical disabilities, they would recommend and refer them to us. At times, they sent in a list of such individuals for us to follow up, and that was great source of recruiting our members" (Interview, July 18, 2000).

Those activities performed by the individual founders sustained the inflow of new members on regular basis, which was a factor for the success of the organization's formation.

Hiring Support Staff

The hiring of support staff was part of the activities during the process period. The founding members needed the support of paid staff to operate as administrative

assistance and to offer fulltime support to the organization building. Though most of the working staff at the beginning were volunteers, they needed the hired staff to complement the efforts of the volunteers:

> "As time went on, the association began to grow and that made us to hire staff and that helped us a lot" (Interview, July 4, 2000).

As part of the emerging process, the association needed more hands to help with the day-to-day administration, which sustained the formation and growth of the organization.

Recruiting Volunteers

Another activity that took place as part of the process through which the organization evolved was the recruiting of more volunteers to hold various, coaching, training and administrative positions. The success of the organization's emergence rested, in part, on the availability of volunteers. The dependence on volunteers became profound and there was the need to get more of them involved. The recruiting of volunteers was an important part of the process through which the organization was formed. The quotation below pointed to how that activity was carried out and how it influenced the creation of the organization.

> "We tried to get a lot of people involved at the beginning and got the message out to them about the whole notion of what disability sport association was really about... And many interested people freely joined us" (Interview, July 4, 2000).

Those interested people contributed in no small measure to the emergence of the organization during the process period.

Building Partnerships and Establishing Affiliations

The process period saw other activities unfold such as the building of partnerships with other sport organizations that had some common concerns for the development of disabled sports in Edmonton and beyond. The organization also became affiliated with other sister organizations, which provided information in times of need and served as a motivator for the emergence of the ACPSA (ES). Partnerships with other organizations and how they impacted the formation of the ACPSA (ES) was noted in these words:

> "The sport structure of Canada was going into sports specifics. For instance, under the Cerebral Palsy Sports Association we had swimming, track and field, cycling, fencing; basically about five primary sports. So, we tried to create partnerships within the sports that had able-bodied counterparts. For instance in cycling, we were taking part in the cycling national competitions so that we could have access to some of the officials, athletes and their times… Those partnerships were created to serve our immediate and long term needs. It was not necessarily a formal agreement or partnership" (Interview, July 4, 2000).

Though some of the partnerships were very informal, they really influenced the creation of the organization as the ACPSA (ES) was able to align itself with other associations to meet the specific needs of their members such as training, officiating and competition. The ACPSA (ES) was also affiliated to the Cerebral Palsy Sports Associations in Canada, which offered support and motivation within the formative period.

Other factors

There were other factors that influenced the creation of the ACPSA (ES). They included sponsorship of CP athletes, and the flow of information as a result of partnership with other sister organizations. These factors were significant influences and were evident as reported below.

Sponsorship

Another environmental factor that was worthy of recording as an influential factor to the creation of the ACPSA (ES) was sponsorship, which some CP athletes were able to access. The community support was strong enough to sponsor some individual athletes who needed financial support in the course of their development. Here again, the media played a leading role in exposing those individual athletes who needed sponsorship both financially and otherwise. Most of the expensive equipment for disabled sports the organization needed at the beginning was acquired through various sponsorship packages for some of the CP athletes. How the organization benefited in those packages and how that influenced the creation of the organization was commented on:

> "Our athletes had to seek sponsorship when our grants were cut. Wheelchair athletes had to pay out of their own pockets for their own wheelchairs, which could cost between $5000 and $6000 and that was really expensive. We tried to encourage our athletes to seek sponsorship, at least, partial sponsorship to cover some of those costs. Getting the exposure from the media helped the athletes to have opportunities for sponsorship" (Interview, July 4 2000).

The influence of sponsorship in the creation of the organization was evidently significant, which made it possible for the organization to survive in its emergence despite the expensive nature of disabled sports equipment during the formative years.

Information Flow from other Organizations

The presence of other organizations that were concerned with the promotion and development of disabled sports influenced the emergence and growth of the ACPSA (ES). Those organizations were influential in diverse ways such as providing information, support and direction to the ACPSA (ES) at the initial stages of its formation. There were many interactions that went on, which offered possible alternatives to the way the ACPSA (ES) could go. The presence and contributions of other organizations in and

around Edmonton and the influence they had on the creation of the ACPSA (ES) was evident:

> "We had the Paralympics Sports Association (PSA) here in Edmonton, which was very much developmental sports association and it focused on the recreation aspect of sports. PSA was one of our primary partners with common focus on disability sports development... They provided us with some information regarding location of CP athletes and how to contact and recruit them" (Interview, July 18, 2000).

The presence of the PSA was helpful and influential to the emergence of the ACPSA (ES) as it provided relevant information during the formation period.

To conclude, the emergence of the organization was influenced by variety of factors, which acted not as distinct pieces but as a unified forces that impacted the inception of the organization. The factors included the type of organization envisioned, the characteristics of the founding members, the several activities performed during the process, favorable environmental conditions, and other factors such as sponsorship and flow of information.

Case C - U of A Fencing Club (Skill Promotion VSO)

History

The U of A Fencing Club has a long and vibrant history, which dates back to the early 1940s. The organization has its roots in the university's sports curriculum that offered fencing as a course in the 40s. The history has it that the club steadily emerged and has grown into a unique sport organization on campus through the foresight, dedication, and leadership ability of Francis Wetterberg who was an all time fencer and a sport instructor. It was mostly through his impetus that the organization came into being. Nonetheless, his family, friends and other fencers within the university community

supported Wetterberg during the early years of the organization. His family has a long history of fencing and almost all his sons and grandchildren were involved with fencing. In addition, the interest and curiosity of campus students to learn and advance their fencing skills and to explore the uniqueness of fencing as a sport was a major factor in the creation and development of the organization.

The university hired Wetterberg to teach sports. He came to Edmonton from England with his fencing background and culture. He was a highly motivated man and very committed to fencing and teaching the sport to other people with the sole objective of seeing its growth in Edmonton. His personal qualities and leadership abilities coupled with his educational and cultural background were important stimuli that facilitated the formation of the organization. His biggest challenge was how to successfully introduce fencing to beginners in Edmonton and integrate them into the greater fencing community, not just at the university, but the Canadian fencing community and that of the world at large.

The technical nature of fencing requires the mastery of certain basic skills for beginners to achieve any meaningful level of success, for which reason Wetterberg voluntarily made himself available for the teaching of the rudiments of fencing to beginners. His philosophy and teaching principles were based on the idea that good fencing came with good exercises and precision that required a working mastery. The eagerness of students who took fencing as a course to explore the mystique and romance associated with fencing equally necessitated the formation of the organization. The students sustained their interest and determination to master fencing as a new sport in their learning experiences. Thus, the initial core members of the organization were mostly

students who enrolled in the fencing classes and expressed an interest in developing their fencing skills. Wetterberg's desire and commitment to share the skill of fencing with people who were curious to learn stimulated and sustained the creation of the organization.

Furthermore, in the early 1940s fencing was one of the inter-university sports disciplines that was funded by the university which, in turn, served as a major factor in the emergence of the U of A Fencing Club. The university's funding structure at the time for fencing programs was one of the biggest influences that facilitated the creation of the organization. The university, through the physical education department, paid for lessons and for coaching in fencing programs. Fencing was introduced as a course, which students could take for credit, and the carry over was the opportunity to join the fencing club if one wished to continue practicing the skill after classes. This was a boost to the formation process and helped the club to gain exposure and popularity among students. Today, the university has changed its policy in terms of funding campus clubs; had it not, the U of A Fencing Club would be a much bigger and better known club on campus and among fencing circles than it is today.

The U of A Fencing club, in the early 1940s, registered with the Alberta Fencing Association (AFA) as a recreational club and with the Canadian Fencing Federation (CFF) later in the 40s. The AFA promoted and supported high level athletes in fencing while the CFF saw to the organization of national and international competitions for fencers. An annual fencing tournament, 'The Wetterberg Open', has been instituted and named after the founder of the U of A Fencing Club (Interviews, July 2000; Review of related organizational documents).

Analysis

The analysis of interviews and related documents revealed that the type of organization, the individual, the favorable environmental conditions and the supportive activities performed during the period of formation were responsible for the emergence of the U of A Fencing Club. There were other factors such as family influence and the determination on the part of beginners to learn the fencing skill. Details of the identified factors and their influence on the creation of the U of A Fencing Club are reported below.

The Type of Organization

In Chapter 2, the characteristics of a skill promotion VSO were described as including the introduction of sports skills to members, development of such skills, and the provision of opportunities for the practice of the skills through competitions and tournaments (Slack, 1985). A skill promotion VSO also aims at maintaining the development level of skills through formal organization of the sport. The individual members are given the opportunity to improve themselves and to enhance their participation level. Skill promotion VSOs ensure that newcomers are adequately prepared to acquire the basic skills of a sport they intend to learn and they are encouraged to enhance their skill level through regular practice, participation in competitions, and tournaments.

Based on the foregoing characteristics, the U of A Fencing Club clearly comes under the category of skill promotion VSO. The nature and type of the organization that was being created influenced in no small way the formation of the club. The initial members of the organization happened to be mostly students of the University of Alberta and other members of the university community who were new to the sport and were

determined to learn the skill of fencing, which the intended organization was designed to offer. The purpose of teaching the skill of fencing to newcomers, which was a significant influence that got the organization started, was evident in these words:

> " The formation of the club was a combination of two things: one was to share the skill of fencing with other people who were curious to learn, because it was a technical sport... beginners had to be learn certain basic skills before they could achieve some amount of success. The other reason was that people wanted to promote fencing because of its mystic nature, romance involved, and the good exercises associated with it" (Interview, July 5, 2000).

Francis Wetterberg was devoted to introducing the fencing skill to those who were interested in learning, and together with those who wanted to practice the newly learnt skill after the normal teaching periods in class, got the organization underway. Members were taught and were provided with the opportunity to practice the skills and that held the new members together for the emergence of the organization. The introduction of the fencing skills was also aimed at other members of the community, which benefited young fencers at early ages and that laid a solid foundation for the inception and growth of the organization. The desire to introduce fencing skills and the opportunity to practice the skills through the organization of competitions and tournaments underlined the creation of the U of A Fencing Club:

> "I remember he (Wetterberg) was 85 years old... He was the first person to teach me how to fence when I was six years old. He loved to teach and he loved to share fencing with other people. He was a huge part in organizing the club, which attracted many fencers. The second thing was that he liked to see many people trying it out to obtain some fencing skills, going to tournaments, and becoming part of the greater fencing community not just at the university but the Alberta and Canadian fencing community" (Interviews, July 15, 2000).

It is interesting and worth reporting that though the organization was formed purposely for the introduction and promotion of fencing as a sport for beginners, the founder had his personal skill development at heart. Wetterberg wanted to maintain and

develop the level of his own fencing skills and to guard against losing his culture of fencing by organizing and teaching others he could later engage in fencing:

> "Wetterberg kept the club going in order to have people to fence with and he was determined to make fencing part of the community's sports program... (Interview, July 5, 2000).

It can be said in conclusion that the nature of the organization and its inherent purpose of introducing fencing skills, promoting fencing as a sport within the Edmonton community, identify it as a skill promotion VSO. The objectives of organizing competitions and developing and maintaining the level of skills in fencing, held the lovers of the sport together, which necessitated the formation of the U of A Fencing Club. However, the individual effort of Wetterberg was a significant influence, which played a decisive role in the formation of the organization. The individual contributions and characteristics that impacted the creation of the organization are reported below.

Individual

The analysis clearly indicated that Francis Wetterberg was the instrumental individual in stimulating the formation of the U of A Fencing Club. It was evident that the individual characteristics of Wetterberg significantly impacted the emergence of the organization. The identified influential characteristics which were contributory factors to the successful creation of the organization are reported in this section. His personal characteristics include his leadership qualities, commitment, work experience, personal interest, and the support of his family.

Characteristic 1: Leadership Qualities

Wetterberg's leadership qualities stimulated the formation of the U of A Fencing Club. He was successful in mobilizing newcomers who were eager to try their hands at

fencing. He made it possible for the beginners to develop their potential as fencers and encouraged them to practice on a regular basis. His ability to lead, organize and promote fencing in a community in which it was alien was a significant influence in the formation of the organization:

> "It was mostly through the individual impetus of Francis Wetterberg that the club got started. He was very committed to fencing... and his personal leadership qualities influenced others to join the club... his personal qualities played a big role in that" (Interview, July 15, 2000).

Wetterberg has gone down in the history of the U of A Fencing Club as an influential individual who was very much committed to the club at the formative years. Without his effort, others believe that the emergence of the club might not have been possible. The organization has instituted an annual fencing tournament in honor of him and in recognition of his leadership. The following quotation gives further evidence of the leadership abilities of Francis Wetterberg that impacted the creation of the organization.

> "We have an annual fencing tournament 'The Wetterberg Open' to honor him as the founding father of the club... and that was in appreciation of his leadership roles and contributions to the club" (Interview, July 5, 2000).

Characteristics 2: Commitment

The commitment demonstrated by Wetterberg to the creation and development of the organization was a subject of comment by almost all the interviewees. He was completely dedicated and committed to the successful emergence of the fencing club. He devoted every minute of his free time after work to concentrate on the skill development of the members, which was a major factor in the emergence of the organization. He was always available to teach, practice and organize fencing for members of the club. He also concentrated on the skill development of new entrants and ensured they continued to stay

with the organization. It is interesting to report as evidence the words below that described the commitment of Wetterberg to the formation of the organization.

> "Surely, Francis Wetterberg was a highly motivated man and very committed to sports, particularly fencing. He was available all the time to introduce new members to the fencing sport... and to organize competitions and tournaments for them to practice the skills. He was so committed to the members and to the sport... he was always available..." (Interview, July 5, 2000).

The commitment of Wetterberg to the emergence of the organization was seen throughout his teaching, organization and promotion of the fencing sport. He did not rest until he succeeded in getting as many people as possible to engage themselves in fencing, which served as a springboard for the formation of the U of A Fencing Club.

Characteristic 3: Related Work Experience

Wetterberg was a sport instructor by profession and he was teaching fencing at the University of Alberta. He was influenced by his profession to start the U of A Fencing Club. He thought it wise to organize the fencing sport among the students and the university community at large, which triggered the formation of the organization. He was better positioned by his teaching experience in the field of sports to spearhead the creation of the fencing club. It was evident in the quotation below that the work experience of Wetterberg influenced his involvement with the creation of the organization.

> "Francis Wetterberg started the club here on campus... He came to Edmonton to settle down and he was teaching fencing and some other sports at the university" (Interview, July 5, 2000).

His teaching career was a motivating factor that influenced him to impart the knowledge of fencing to others. He had the required teaching skill to successfully introduce to beginners the rudiments of fencing. He was successful in developing the

fencing skills of many beginners, which was a significant factor in the creation of the organization.

Characteristic 4: Personal Interest

The personal interest of the founder was another characteristic that influenced the creation of the organization. Wetterberg had a hidden interest in protecting his fencing culture and developing others' interest and skills in the sport. He wanted to get many fencers around for his personal practice and for further development of his own fencing skills as well as maintaining his fencing culture. The personal interest was a big motivator and a significant influence in the formation of the U of A Fencing Club. An interviewee commented on Wetterberg's personal interest that got the organization started:

> "The biggest reason to get the club going was Wetterberg's personal interest to have others to compete with at the university. Fencing was not common and he had much interest in the sport, which he wanted to protect. Though there were interest and curiosity on the part of students to start the club, the biggest reason was Wetterberg's fencing interest and culture he wanted to maintain..." (Interview, July 5, 2000).

It was evident that Wetterberg needed to get others involved with fencing in order to secure his personal and cultural interest. The protection of his interest and the need to promote fencing in his new environment were important factors that stimulated the formation of the organization. The individual effort of Wetterberg was supported by favorable environmental conditions that stimulated the creation of the organization.

Environment

The environment within which the formation of the club took place was supportive in its emergence, growth, and survival. Environmental factors such as

community support, availability of equipment and facilities, governmental policies, the presence of University of Alberta, accessibility of grants, media influence, and the presence of other organizations were influential in the creation of U of A Fencing Club. Evidence and details of supportive roles played by the foregoing environmental factors are presented below.

Community Support

The university community expressed interest in fencing as a sport and declared their unflinching support for it. Many community members were in favor of the emergence of the organization and got involved as fencing learners and promoters, and encouraged others to join the club. Some of those who expressed interest and support for the formation of the organization became active members of the club to ensure its complete emergence. The support of the community was evident as follows:

> "Apart from students who were curious to organize the play of fencing, we had outsiders who came to learn fencing. Parents brought their kids as well to learn the sport and we had a lot of community members attending fencing classes..." (Interview, July 15, 2000).

Parents wanted their children to join while others got involved in the entire creation process by introducing others to the club. Many were those who contributed to the creation of the organization at the early years as their love for the sport began to grow. The complete acceptance of fencing as a sport by the community was a major influential factor that accounted for its emergence.

The Presence of the University of Alberta

The university's presence was a major influential factor in the creation of the organization. The University of Alberta contributed to the formation of the club by

providing initial space, equipment and facilities for free use by the core members of the club. There was free coaching as Wetterberg was hired and paid by the university to teach fencing. The students took advantage of the fencing course mounted by the university and expressed interest in the development of their fencing skills after classes and that was the beginning of the club. The influential role played by the university was emphasized in this quotation:

> "Wetterberg was hired by the university to teach fencing as a course. The funding that was available for the program was one of the biggest reasons to start the club. The university through the physical education department paid for coaching when fencing was initiated as a class program, which students took for credit and the carry over was to join the club to practice fencing... The organization of the club and how it all came to be was based on the university's support in terms of money, space, and credits... Taking fencing for credit helped the club to gain popularity and exposure" (Interview, July 5, 2000).

The university's policy regarding the promotion of fencing played a vital role in the formation of the organization. The university was at the center of the club's emergence as members gathered regularly on campus for classes and skill practice in fencing.

Availability of Equipment and Facilities

The availability and accessibility of fencing equipment significantly influenced the emergence of the U of A Fencing Club. Here again, the university was the initial provider of equipment and facilities when the club got started. Members had access to all the needed equipment for beginners, which necessitated the emergence and growth of the club. Students as well as community members who joined the club during the early years shared the university's equipment and facilities until such time that individuals started acquiring their own equipment. The equipment and facility support provided by the university was evident in this comment:

> "Equipment and facilities were taken care of through the structure of the university. Once the fencing program was initiated on campus as a course, it established some space for the club... We were using the same space, room, equipment and whatever facility was available at the university. It would not have been possible to form the club had it not been the university's program and the supply of equipment. Though the club has the basic stock of equipment for use, I am not sure when the transfer will be complete from university's equipment to club's equipment..." (Interview, July 15, 2000).

The university met the initial equipment and facilities needs of the club, which sustained its emergence during the early years until members started buying their own equipment. The availability and accessibility of equipment provided by the university was particularly important for the daily training and practice of the fencing skills of both the students and the new community members, which sustained the emergence of the club.

Governmental Policies

Favorable governmental policies also affected the formation of the U of A Fencing Club. The policies of the provincial government, though not clearly stated but inherent in the funding available for university sports programs, were supportive enough to favor the emergence of the organization. The responses and comments of all the interviewees confirmed that though the government did not explicitly supported the creation of the U of A Fencing Club, the club's emergence was implicitly influenced by the general governmental funding policies for the university:

> "The government did not directly have a hand in the club itself... But the university, which was funded by the government, paid Wetterberg for fencing classes and that was a boost... Though I cannot say specifically that the government had a policy for the fencing club on campus, but the university's policy had a role to play, which I guess had the support of the government..." (Interview, July 20, 2000).

Though interviewees could not precisely identify the policy of government that supported the formation of the club, most of them believed that the government approved

of the university's policies for organization emergence, which benefited the creation of the U of A Fencing Club.

Accessibility of Grants

Grants were also accessible within the club's environment to support its emergence. At the inception of the organization, though it was a campus club that did not qualify to access funds from outside campus, there were other grants at the university that supported the formation of the club:

> "Because the club was formed on campus and we were using university space, we were not allowed to get any funding outside the campus, but we did apply for grants from the university. We could apply for grants for specific items such as equipment and coaching clinics..." (Interview, July 15, 2000).

Availability of Volunteers

There were other people like Wetterberg who were dedicated to the club and gave their time and money in support of the club. Many of the initial coaches and fencers who were involved with the formation of the club did it for the love of the sport rather than any other intentions. It was clearly expressed that those who voluntarily wanted to get involved with fencing in Canada in the early 40s did so for the love of the sport, which made it possible for the U of A Fencing Club to have the support of many voluntary fencers and that was evident:

> "Fencing in Canada at that time was obviously pursued for the love of it and fencing coaches were not paid... In terms of organizing the U of A Fencing Club, the executives and coaches around whom things revolved were volunteers. They fenced because they loved it and it was completely voluntary... I was on the executive committee for the fencing club because I loved fencing and I wanted to see that the club kept going..." (Interview, July 15, 2000).

The efforts of the volunteers in the creation of the organization greatly impacted the emergence and success of the U of A Fencing Club. The members as well as the

executives put in volunteering hours towards the formation of the club, which significantly affected its successful formation.

Media Influence

The media was another environmental influence that affected the creation of the U of A Fencing Club. The role of the media was more to advertise the new club to the rest of the community and to publicize the club's competitions at the early stages. The media made a lot of individuals aware of the existence of the club through coverage of the club's programs. People became aware of the club's activities and eventually developed the interest to join. The media again was influential in the area of fund raising programs that the club undertook to financially support it. One person had this to say about media influence on the club:

> "We used to meet the media as much as we could during our tournaments. They came to cover and showed fencing on TV. Through media publicity a lot of fans came to watch fencing. The best publicity was through the Star Wars movies and something like the Princess Bride where fencing has been choreographed to look easy..." (Interview, July 15, 2000).

It was established that watching fencing on TV screens and reading about it in the newspapers did not give people real sense of what was going on due to the technical nature of the sport. With frequent coverage of fencing activities and commentary with some explanations, fencing started appealing to people as they could make sense of what they were reading or viewing.

> "To enjoy fencing in those days, one had to be a fencer of some kind" (Interview, July 20, 2000).

As many people started to enjoy what they were seeing and reading the U of A fencing Club started to gain popularity amongst lovers of the sport, which brought many to join as the club was emerging.

Presence of Other Organizations

The presence of other organizations was an equally important factor that influenced the emergence of the U of A Fencing Club. The club was affiliated with other sport organizations to establish legitimacy and familiarity among the sporting groups. As the club got into partnership with others, they gained access to information regarding competitions and tournaments. The club members had the opportunity to register as members of the Alberta Fencing Association and the Canadian Fencing Federation. The influence of other organizations was clear in these words:

> "Any individual who joined the U of A Fencing club was automatically registered with the Alberta Fencing Association (AFA) as a recreational member... that person was also a recreational member of the Canadian Fencing Federation (CFF). We also had partnerships with other organizations, mostly for insurance purposes and for getting information on tournaments, camps, and fencing skills..." (Interview, July 5, 2000).

The members became secure as they received some insurance coverage and felt safe as members of the larger fencing community of Alberta and Canada as a whole.

Process

The identified activities that influenced the creation of the U of A Fencing Club included the hiring of staff, meetings, recruiting new members, advertising the group and establishing affiliations and partnerships with other organizations. Though the process was not systematically laid down, the details of activities that constituted the process were as follows:

Hiring of Staff

The initial staff in the person of Wetterberg was hired by the University as a physical education lecturer who took advantage of his teaching position to initiate the

formation of the club. The presence of Wetterberg and his position as a hired professor influenced the emergence of the organization as expressed by an interviewee:

> "The university at that time hired the services of Wetterberg to teach sports... and the university through the physical education department paid for fencing lessons and the coaching" (Interviews, July 5, 2000).

Though there was no report regarding hired volunteers in the creation of the U of Fencing Club, the hiring of a professional coach was a very influential factor as the beginners needed the services of an experienced coach to master the skill of fencing.

Meetings

Informal meetings of students who enrolled in fencing classes characterized the formation of the U of A Fencing Club. During class periods, issues affecting the club were discussed and other club programs were drafted. Pertinent information regarding competitions, tournaments, and skill promotion was disseminated at such meetings, and this impacted the formation of the group:

> "The fencing club was formed here on campus for students who were eager to practice fencing skills after classes. The skills and activities for each practice session were discussed in class and the students later met in the afternoon for the practical programs. Their meetings were mostly in the afternoons..." (Interview, July 15, 2000).

After the normal class meetings, the members continued to meet for the actual skill practice, which saw the birth of the organization.

Recruiting of New Members

There were always new members who joined the club and many parents and community members brought their wards to be recruited. The recruiting activities were ongoing and for a long period of time brought many newcomers to register as club

members. How the recruiting of new members affected the emergence of the organization was evident in this quotation:

> "We had parents who were doing their Ph.D. and Masters' degrees bringing their kids to register them as club members. Our focus was to bring university people into the club that was where most of our advertising went, but we accepted and recruited anybody who wanted to try it out no matter where they came from (Interview, July 5, 2000).

New members were added from time to time to the club and many others were informed about it as the club emerged.

Establishing Affiliations and Partnerships

As part of its emerging process, the U of A Fencing Club started building partnerships and establishing affiliations with other existing organizations as the club was gaining roots. The sense of belonging to other sporting associations sustained the emergence of the organization. It became evident that the club had access to useful information and expanded its competition tentacles, which exposed the club to many people in and around the city of Edmonton. The benefits of affiliations and partnerships that influenced the formation of the U of A Fencing Club was clearly expressed in these words:

> "We were affiliated to the Alberta Fencing Association (AFA) and the Canadian Fencing Federation (CFC) as registered members. We also had some partnerships off campus with other organizations mostly for the purposes of insurance and information on dates of tournaments as well as securing fencing equipment..." (Interview, July 5, 2000).

Such affiliations and partnerships were influential in the emergence of the U of A Fencing Club as members were made aware of what was going on around them in fencing. As members had opportunities to compete with their counterparts from other organizations, they were encouraged to stay with the young club, which sustained its emergence and growth.

Other Factors

Other factors that contributed to the emergence of the U of A Fencing Club were the support of family members, cultural influence and age. Evidence is given below to indicate the influence and importance of these other factors in the creation of the organization.

Family Influence and Support

Another important factor that stimulated the creation of the U of A Fencing Club was the presence and support of Wetterberg's family, which had a long-standing history of involvement with fencing. Fencing family surrounded, supported and influenced Wetterberg in his entire endeavor to get fencing organized on campus. His son was a fencer and supported his father's intention to organize fencing by opening a fencing shop to sell fencing equipment to the community. His entire family was involved with fencing in England and his sons and grand children are fencers even today:

> "Fencing was a family thing for Wetterberg but in terms of organizing the U of A Fencing Club, it was his son Jim Wetterberg who supported his Dad. Jim supported his dad with his fencing shop and made equipment available to members of the club..." (Interview, July 20, 2000).

The business aspect of fencing undertaken by Jim Wetterberg was a major influence that sustained the emergence of the organization. He made equipment available to fencers at affordable prices and encouraged members to have their own equipment to enhance their training.

Cultural Influence

The founder of the U of A Fencing Club, Wetterberg, grew up in England with fencing. He had fencing as part of his culture since his school days and that was a major

influence that sustained the creation of the organization. The founder was anxious to promote his fencing culture and introduce it to others in his new environment. He was deeply involved in fencing that he left no stone unturned to maintain his fencing culture. The cultural influence was clear in this comment:

> "It was Wetterberg who started the club... He was a fencer trained in England as a student and when he arrived in Edmonton in the late 30s, he wanted to teach the fencing sport to others..." (Interview, July 20, 2000).

The founder's desire and interest to maintain his culture of fencing influenced his decision to get others involved with its organization, which marked the starting point of the U of A Fencing Club.

– Chapter 5 –
DISCUSSION

The findings of this study suggest that there are several common influential conditions that stimulate the emergence of VSOs yet there are other specific influences that impact the formation of different types of VSOs. It was evident in all three cases investigated that similar general factors stimulated the building of each of the organizations, while other conditions were unique to a particular type of VSO or at least to their organization. In other words, the results indicate that the formation of each of the VSOs is significantly influenced by similar environmental conditions, characteristics of the individual founders, process of formation, and the type of the emerging organization. Nonetheless, the results point to a variety of specific influential conditions under which a particular type of VSO emerges. Thus, the findings reported above have established that the building of different types of VSOs require different influential circumstances despite the identified common factors that facilitate the emergence of all the types of organizations. Table 6 indicates those factors that appear to be common to all VSOs and those that appear to be unique to the each type of VSO.

In the case of the individual founders, it was clearly evident that those who founded expressive and advocacy VSOs and their counterparts who were involved with the formation of a skill promotion VSO possessed and exhibited similar personal characteristics (traits). The founders of the organizations were mostly influenced by common factors such as their expertise and previous work experiences, as well as their cultural and social background (Naffzinger et al., 1994).

Type of VSO	Individual	Environment	Process
All Types	Leadership Expertise Dedication Interest Commitment Charisma Work experience Voluntarism Cultural background	Volunteers Equipment Coaches University Facilities Support services Organizations Athletes Media Gov'tal. policies Income sources Grants Economy	Meetings Fund raising Staffing Recruiting Advertising Affiliating Networking Organizing Constructing
Expressive	Educators Lovers of gymnastics exercise Gymnastics culture Gymnastics background Gymnastics coaching experience Teamwork Need for achievement	Health concerns Opportunities for fun and friendship Healthy aging Promotion and preservation of gymnastics Opportunity to exercise	Advertising Focusing on older adults Recruiting 50 year olds.
Instrumental (advocacy)	Physiotherapists Concerned with rehabilitation through sports Interested in CP athletes Adapted physical education background	Equal sports rights Social integration CP athletes Rehabilitation centers Sponsorship Resource centers	Recruiting CP athletes Focusing on hospitals Targeting rehabilitation centers Developing CP athletes
Skill promotion	Educator Lover of fencing Concerned with teaching fencing skills Interested in promoting fencing	Social and personal environmental Preservation of fencing culture Lack of fencers Family support and influence	Membership drive targeting mostly university students Offering fencing as a class Developing fencing skills

Table 6: Summary of Factors that Influence the Emergence of VSOs

At the environmental level, the influential factors responsible for the emergence of the organizations were not all that different. Factors such as favorable general environmental conditions, personal environment, the presence of the University of Alberta, social factors, governmental policies and non-financial support services affected the formation of all three VSOs.

Furthermore, the VSOs emerged as a result of several different initial activities that their founders performed during the formative periods, though the sequence of activities was different in each case as the type of the envisioned organization demanded. The activities were similar ranging from pre-organization stage to organization emergence stage. The activities that characterized the process periods of the emergence of the organizations included the construction of organization through mobilization of initial funds, the recruitment of core members of the organization (professionals and volunteers), and the building of partnerships with other existing organizations for the survival of the emerging organization.

However, there was clear evidence of factors affecting the creation of each type of VSO that were not common to all. The major influential differences worthy of reporting include the individual founders' related occupation and work experience, the social and environmental context that surrounded the formation idea, and the unique kind of process that was required for the emergence of a particular VSO. In other words, the type of organization envisioned determined the kind of individuals that were involved with its creation. The organizational type again suggested the required initial activities that were to be performed to facilitate its emergence, and the type of organization that was intended required particular environmental influences to trigger its inception.

The individuals who were involved with the formation of the advocacy VSO were mostly physiotherapists who were concerned with the rehabilitation of the CP athletes through equal access to competitive sports participation. Their counterparts, who founded the expressive and skill promotion VSOs, on the other hand, were mostly educators who were particular about social concerns, healthy aging and sporting opportunities. All the founders though approached their intentions in the spirit of time and self-giving without placing priority on material rewards. Those who founded the skill promotion and expressive VSOs were different with respect to their interest in their involvement with the creation process. Thus, the individuals who founded the various VSOs had ideological and philosophical differences that motivated their approaches and involvement with the formation of their various organizations (McLaughlin, 1986).

Again, the social and environmental context within which the instrumental VSO emerged was not the same as those that stimulated the formation of the expressive and the skill promotion VSOs. In the case of the instrumental VSO, there was the need to agitate for the social needs and sports rights of group of individuals, which the prevalent social and environmental conditions facilitated. On the other hand, the formation of the expressive and the skill promotion VSOs was mostly influenced by individuals' social and cultural concerns within their personal environment. Thus, the emergence of a particular type of VSO required a kind of favorable environmental situation to support its emergence.

The type of organization that was being created also determined the activities that were necessary for its inception. For instance, the instrumental VSOs recruited their new members basically from the hospitals and the rehabilitation centers and brought in

individuals through their coaches and rehabilitation officers who were attached to the hospitals. In the formation process of the skill promotion and expressive VSOs, recruitment efforts were directed towards individuals who wanted to have fun, exercise, and improve their skill levels. Such individuals were contacted not at a particular/special place like the hospitals but anywhere in the community. The point is that though there was a kind of recruitment process that characterized the formation of each of the VSOs, the type of organization, to a greater degree, determined the activities, the place of activities and the group of individuals that were targeted and involved with the entire process.

Other influential factors that were unique to the emergence of different types of VSOs included variety of participants and members who had a strong love for specific sports and a desire to protect their various sports cultures. In other words, members of the various organizations were different in terms of what they needed and wanted to achieve with their involvement with their organizations. Both the founders and the members of each organization were influenced by a variety of motives and philosophies to promote, protect or organize the play of a particular sport. Thus, the intentions of those involved with the creation of the various organizations were not similar; their needs and desires were different. The athletes who played the sport and the founders who were determined to uphold the development and organization of the sport had various reasons for their actions depending on the type of organization they intended to create. It can be said in conclusion that the type of organization being created was the control variable that determined the sort of individuals involved, the required environmental influences, and the process of activities needed for its successful emergence.

The findings of this study suggest that the emergence of VSOs is affected by several situational factors (see Table 6). Different types of organizations require different circumstances for their emergence; therefore, the founders need to identify the situation that might prove ideal for the gestation and inception of the intended organization. In much the same way, each type of organization emerges through the initial performance of similar activities, though the set of sequence of such activities is dependent on the type of organization envisaged. Finally, before a VSO emerges, the possible environmental influences best suited for the type of organization need to be identified by the individual founders. It is evident that individuals go through a process of activities within suitable environmental conditions to effect the emergence of their intended VSOs.

The discussion has focused mostly on the identified factors that facilitated the formation of the various VSOs: individuals, environment, process and the type of organization. The summary of the proposed model indicates that depending on the type of organization that is being brought into existence, the individual founders depend on their influential characteristics (traits) to engage in the process of organization formation through several initial activities. With sound and supportive environmental conditions, the efforts of the organization builders result in the emergence of the intended VSO.

- Chapter 6 -
CONCLUSION

It was clearly indicated in Chapter 1 that VSOs provide useful services that benefit individual participants and the entire society. The importance of VSOs is evident in today's society in the benefits individuals derive from taking part in organized recreational or competitive sport and in the enhancement of community's sociability and identity (Chalip, Thomas, and Voyle, 1996; Martinson and Stephens, 1994). Individuals are motivated to participate in VSO activities by the benefits associated with those activities such as the opportunity to develop healthy lifestyles, form socially desirable attitudes, and to reduce tension during stressful moments. For the community, VSOs improve group sociability, enhance community identification and development through the culture of sports.

The findings of this study suggest that policy makers need to promote and provide situations that are poised to prove ideal for the gestation and birth of several new VSOs for the benefit of their communities. By determining the type of VSO required, its inception could be encouraged through identification and provision of the sort of environmental circumstances, kinds of experiences, skills and abilities that are best suited for its emergence.

Although this study has relied mostly on data gathered through the investigation of the three selected VSOs in proposing the foregoing model, with further empirical research more influences that are peculiar to VSOs can be uncovered. Quantitative approaches may be appropriate to determine whether the circumstances surrounding the

emergence of each type of VSO are different from others. Other qualitative approaches may help to identify and document those differences. With such findings, some modifications can be made to the proposed model presented in this study to accommodate the specific influences that trigger the formation of particular VSOs.

A question normally raised by a model of this nature is whether it works practically (Thibault and Slack, 1993). It is important to realize that the proposed model is based much on evidence derived from analysis of interview data and review of related organizational documents as well as models and frameworks in the for-profit sector. The point is that neither models nor frameworks have been proposed for studying the creation of VSOs, which the study was designed to investigate and to fill the void. It is hopeful that what has been proposed herein will initiate and direct attention to start addressing the issue of the absence of such models and frameworks in the organization literature. Given the importance of VSOs and the concept of organization creation in organizational theory, the lack of research on the origins of VSOs is a concern that needs to be addressed. Hopefully the model presented in this study will serve as a springboard for researchers to consider investigating the circumstances that influence the creation of VSOs. Organizations are different and, thus, their mode of formation differs (Hall, 1982); therefore, should researchers address the problem of absence of models of voluntary organization formation, a step forward in organizational studies would be achieved.

It is also for policy makers to identify which situational influences need to be promoted for communities to further benefit from the emergence of several VSOs. The formulation of suitable policies is a prerequisite for individuals to commence forming sport organizations. The proposed model, with respect to what it takes to realize a

successful VSO, equally informs managers of VSOs as well as prospective sport organization founders. Indeed, the presence of the identified influential factors within any given society provides positive indications that are likely to stimulate the creation of sport organizations for the benefit of society.

Limitations

Though the study has identified several significant similarities as well as differences in the influential factors affecting the emergence of the various VSOs, a number of issues are raised that indicate the limitations of this research. For example, we are alerted to the complexity of factors such as relative lack of knowledge within the nonprofit sector about models of organization emergence, gender and VSO founding, and the rate of stillborn VSOs. Other limitations include the absence of cross-cultural comparison studies of VSO emergence in other places around the globe and their various impacts on diverse societies. Time of VSO emergence is another limitation that this study fails to address. With the above limitations of this research, it is necessary that researchers investigate on a case by case basis to uncover specific details with respect to the formation of different types of VSOs as well as their time of emergence.

Recommendations for Future Research

As previously suggested, research on this important subject of VSO emergence brings into focus a host of other related issues that require further investigation. While there are many possibilities in this regard, a general area of concern would be to determine more of the influential factors that are responsible for the emergence of VSOs. Such identifications will provide a broad based structure for proposing several and specific models of VSO formation to direct and encourage the instigation of more

organizations. In the light of the results of this study and the data presented above, the following recommendations are made to serve as a guide for further research.

- The emergence of VSOs should be investigated in more detail looking at each of the identified influences as a separate unit of analysis. Alternative empirical approaches should be employed to uncover in more detail the influential characteristics of VSO founders, the environmental conditions suitable for each type of organization, and the process of emergence of each organization
- More studies should be undertaken to examine the place of gender in VSO emergence. Detailed studies should be made of gender and its influence in VSO creation.
- The rate of stillborn VSOs should be subjected to empirical research studies to identify the factors that affect the death of VSOs at conception and gestation periods.
- The political aspects of organization formation and its effect on the creation of VSOs should be investigated. In particular, the significance of breakaway organizations needs to be considered (e.g., Dyck and Starke, 1999).
- The study of cross-cultural comparison of VSO emergence in other parts of the world would help to broaden the scope of models of VSO formation.
- Research studies should also be undertaken to determine the time of emergence of various types of VSOs to guide prospective founders and policy makers.
- Detailed studies comparing the emergence of VSOs with that of for-profit organization should be undertaken.

- Other related studies should be encouraged to introduce into the organizational literature several models of VSO formation.

This study has identified and addressed some gaps in the literature on organizational emergence with particular reference to the formation of VSOs. In that sense, the study has introduced a conceptual model to integrate the available literature on origins of VSOs. The identified factors that influence the conception and birth of new VSOs provide a basis for studying the phenomenon of organization creation in the nonprofit literature. The results will guide researchers to develop richer theories in VSO emergence, and inform prospective organization founders and public policy makers what it takes to create and encourage the emergence of new VSOs.

The first and most obvious contribution of this study is that it provides a comprehensive and integrated view of the situational factors that influence the inception of VSOs and develops guidelines and foundation for future empirical research. The model proposed herein provides a starting point for the study of origins of VSOs, which has been given little attention in the organizational literature. Thus, the findings of the study provide useful guidelines for researchers to further design theoretical frameworks for the formation of more VSOs.

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Appendix A

Interview Guide

The unstructured interviews focused on the prevalent conditions that influenced the creation of the selected organizations. Emphasis was placed on the individual(s) who founded the organization, the environmental conditions at the time, and the process through which the organization evolved. Informants were guided through the use of probes to narrate their stories. Informants were guided to address the following issues in their accounts:

Individual

1. Who founded the organization? Was it an individual who initiated the founding idea or it was a group of individuals?

2. When and why was it formed? e.g. to organize the play of the sport or to promote and protect it or for skill promotion.

3. What are some of the background characteristics of the founder(s)? e.g. education, expertise, previous work experience and job satisfaction.

4. Did the background characteristics influence the idea of organization formation?

5. Apart from his or her personal background characteristics, what other factors influenced the intention to create an organization? e.g. family members, friends, personal need for achievement?

6. What outstanding qualities of the leader(s) were important to the formation of the organization?

Process

7. What were some of the basic factors that facilitated the actual creation of the organization?

8. Can you identify some of the initial activities that got the organization under way?

9. How did you start to mobilize your members?

10. Does the organization belong to any association or partnership, and how did that help in the formation of the organization?

Environment

12. What governmental policies do you consider very influential and supportive of the formation of the organization? e.g. governmental policies (availability of grants, support services, and information).

13. What social factors were the most important and pertinent to the creation of the organization and what role did they play? e.g. the culture of the people, support of family members, friends, and peers, the mass media.

14. How did the economic climate at the time influence the formation of the organization?

Appendix B

Informed Consent Form

Thomas Benko
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University of Alberta
Edmonton, AB, Canada
T6G 2H9

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Michael K. Mauws Ph.D.
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Tel: (780) 492 - 2311
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Do you understand that you have been asked to be in a research study?

Have you read and received a copy of the attached Information Sheet? Yes No

Do you understand the benefits and risks involved in taking part in this research study? Yes No

Have you had an opportunity to ask questions and discuss this study? Yes No

Do you understand that you are free to refuse to participate, or to withdraw from the study at any time, without consequence, and that your information will be withdrawn at your request? Yes No

Has the issue of confidentiality been explained to you? Do you understand who will have access to your information? Yes No

This study was explained to me by: _____

I agree to part in this study.

_____ _____ _____
Signature of Research Participant Date Witness

_____ _____
Printed Name Printed Name

I believe that the person signing this form understands what is involved in the study and voluntarily agrees to participate.

_____ _____
Signature of Investigator or Designee Date

Appendix C
PARTICIPANT INFORMATION LETTER

Thomas Benko
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PURPOSE: The purpose of this study is to find out the conditions that have led to the formation of voluntary sport organizations (VSOs) in Edmonton. I am collecting data from various VSOs to identify the factors that played important roles in the creation of such organizations. I will use the data purely for academic purposes and I will analyze it for the final write up of my master's thesis. The major reason why I am doing this study is to propose a framework for the study of VSOs. Such a framework is completely absent in the available literature on organization creation.

PROCEDURE: I am interviewing individuals who can give an historical account of how their VSOs came into being, the factors that were important to the formation of their VSOs. I will meet with each participant once at a place that we will be agreed on before the meeting. Every meeting is expected to last, at most, between an hour and an hour and half.

The study though has no direct benefit to participants, it will add to the existing knowledge of organization creation, will benefit teachers and students of organizational studies, and may guide sport administrators, policy makers as well as prospective organization founders.

RISKS: There are no specific risks to you as a result of your involvement in this research. You may be uncomfortable with the idea of me recording our conversation. Recording the conversation will make analysis of the data much easier for me but, if that will be a problem, I can take notes instead. In any case, I need your consent before I can record our conversation. Furthermore, you may find it uncomfortable to disclose what you feel is confidential information. In that case, I assure you that I will maintain the confidentiality of all information you give and I will not identify you or any person in any presentation or publication. The information you provide will be stored in a locked file and only the investigator will have access to it. That said, you are free to withdraw from the study at any point in time without any consequences, and I will remove any information you have given me if you so request.

OUTSIDE CONTACT: If you have any concerns about this study, you may contact the Associate Dean (Research and Graduate Studies) at 492 – 5910. The Associate Dean has no direct involvement with this project.